

PMI-SP^{Q&As}

PMI Scheduling Professional

Pass PMI PMI-SP Exam with 100% Guarantee

Free Download Real Questions & Answers **PDF** and **VCE** file from:

<https://www.leads4pass.com/pmi-sp.html>

100% Passing Guarantee
100% Money Back Assurance

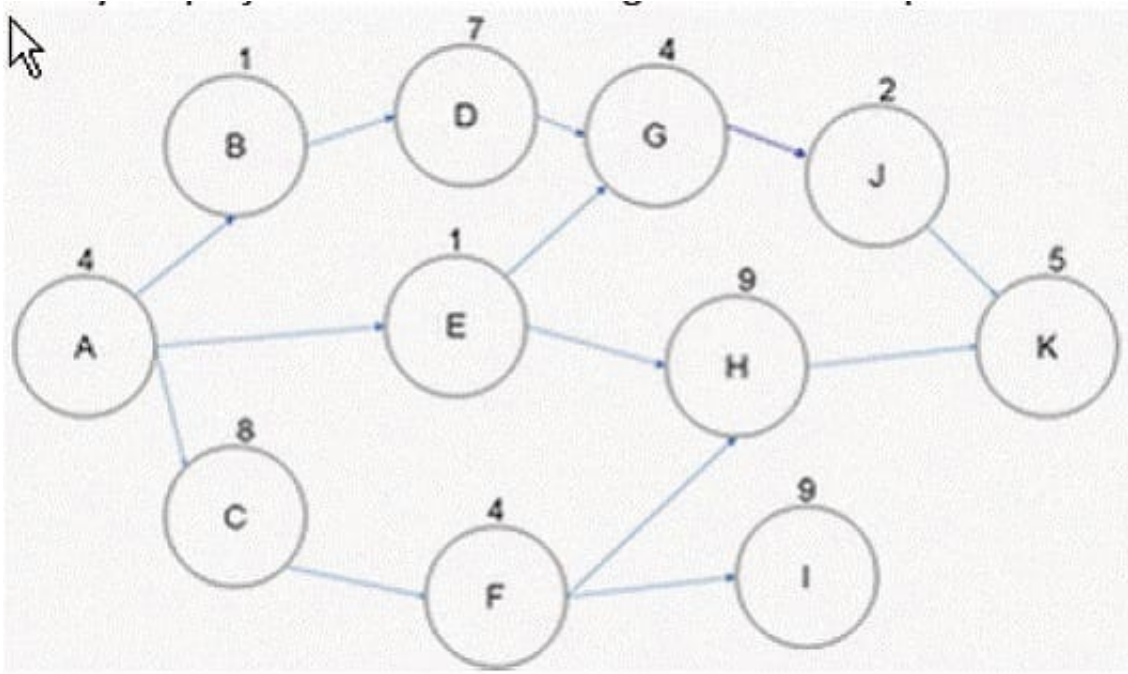
Following Questions and Answers are all new published by PMI Official
Exam Center

- ⚙ **Instant Download** After Purchase
- ⚙ **100% Money Back** Guarantee
- ⚙ **365 Days** Free Update
- ⚙ **800,000+** Satisfied Customers



QUESTION 1

You work as a project manager for BlueWell Inc. By referring to the figure given below, you along with your project team is calculating the latest completion of an activity.



What is the latest your project team can complete Activity I?

- A. Day 29
- B. Day 26
- C. Day 25
- D. Day 30

Correct Answer: D

Activity I can actually take all the way to Day 30 to complete. Note in the figure that Activity I does not need to be completed before Activity K can begin. This allows Activity I to take until Day 30 to complete as its late finish.

Answer option C is incorrect. This is the earliest Activity I may finish. Answer options B and A are incorrect.

These are not the valid calculation.

QUESTION 2

You are the project manager of the AHQ project. This project is scheduled to last for six months and will require \$345,000 to complete. If the project completes earlier than scheduled, your organization will receive a bonus of \$5,000 per day of early completion. Management has asked you to develop an aggressive schedule to realize as much of the

bonus as possible, but management does not want you to increase the costs of the project beyond \$1,000 per day of the bonus realization. Which of the following approaches will likely add costs to the project?

- A. Adding leads to the project work
- B. Fast tracking
- C. Crashing
- D. Using the critical chain method

Correct Answer: C

Crashing adds labor to the project. This approach adds costs to the project because you will have to pay for the added labor.

Answer option B is incorrect. Fast tracking allows entire phases to overlap in the project. This approach adds risks to the project.

Answer option D is incorrect. The critical chain method considers the availability of project resources. Answer option A is incorrect. Adding lead time to activities allows activities to overlap and does not add project costs.

QUESTION 3

Maurice is the project manager of the NHQ Project and his project team has just finished the project activities. The quality control team reports that the project deliverables are perfect. The only thing left to in the project is to verify scope. This process will be performed by the project stakeholders. Maurice is required to submit a final project report and report on the project performance. Maurice's project had a budget of \$234,000 but the project spent \$245,000. In the final report management wants to know the project's cost performance index (CPI). What value should Maurice report?

- A. -\$11,000
- B. .96
- C. There is not enough information to know.
- D. 1

Correct Answer: B

Cost performance index (CPI) is used to calculate performance efficiencies. It is used in trend analysis to predict future performance. CPI is the ratio of earned value to actual cost. The CPI is calculated based on the following formula: $CPI = \text{Earned Value (EV)} / \text{Actual Cost (AC)}$ If the CPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The CPI value of 1 indicates that the project is right on target. In this instance, the earned value is \$234,000 as the project work is 100 percent. The actual costs are \$245,000. Answer option D is incorrect. This is the schedule performance index value. Answer option A is incorrect. This is the variance at completion for the project. Answer option C is incorrect. There is enough information to find the answer.

QUESTION 4

Holly is the project manager for her organization. In her project, she has worked with the project team to define when the project team will be utilized in the project, the duration of the project activities, and the sequence in which the project

work must be completed. During several phases of her project, the project team will need to work more than fifty hours per week. The project team members have agreed this is necessary and they're willing to do the work to complete the project. Management, however, has not approved Holly's schedule based on the overtime the scheduling will require. They have set a limit on the project schedule of 45 hours per week. What is this limit technically called? Each correct answer represents a complete solution. Choose all that apply.

- A. Constraint
- B. Assumption
- C. Execution variance analysis
- D. Resource leveling heuristic

Correct Answer: AD

Resource leveling is a rule of limiting the total number of hours a project team may work during a given time period in the project. If management restricts the project work to 45 per week, as in this example, Holly's schedule will likely increase

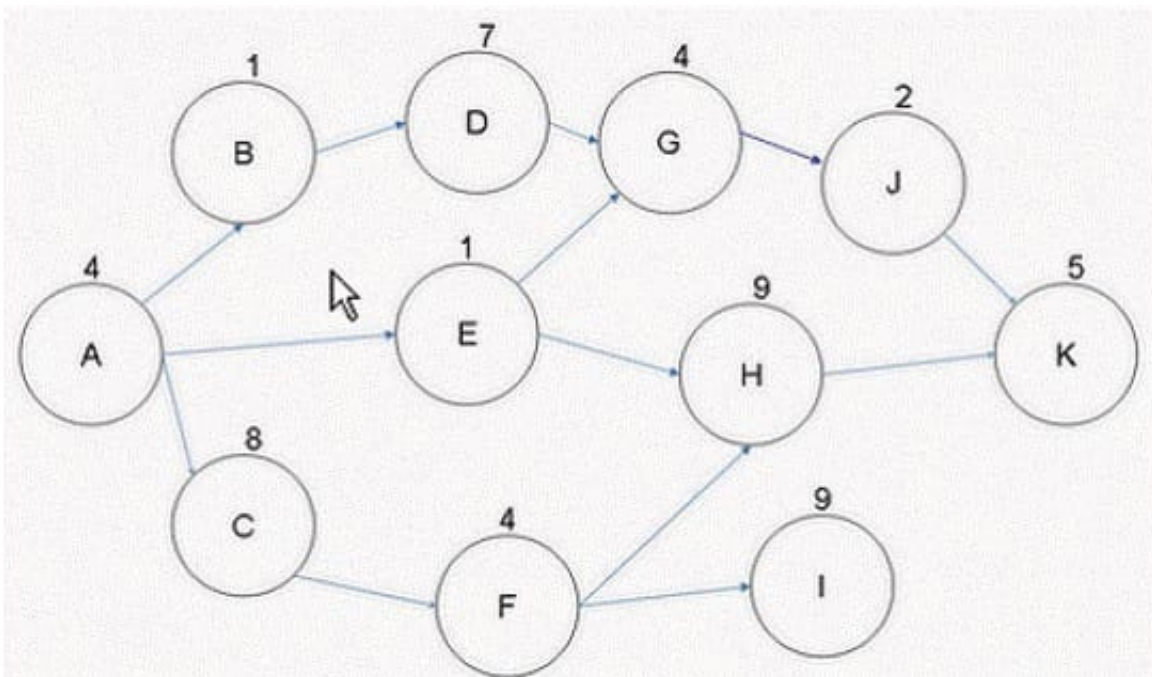
because the project team can't complete as much work in one given time period. While this may be seen as a constraint, because it limits Holly's options, it's technically called a resource leveling heuristic.

Answer option B is incorrect. It is an assumption that's believed to be true, but it hasn't been proven to be true.

Answer option C is incorrect. Execution variance analysis describes the difference between what was planned and what was executed. A better term for this experience would simply be a scope variance, scope change, or defect.

QUESTION 5

You are the project manager for your company. You are working with the activities defined in the figure below.



What will happen to your project if Activity F takes five additional days to complete than what was expected?

- A. Your project's critical path will shift to ACFI.
- B. Your project will be late by five days.
- C. Your project can still complete on time as float is available on Activity I.
- D. Your project will now have two critical paths.

Correct Answer: B

Activity F is on the critical path of ACFHK of 30 days. By adding five additional days to Activity F, the project will now take 35 days to complete. Answer options C, A, and D are incorrect. These are not the valid answers.

QUESTION 6

John works as the project manager for Honeywell Inc. He is involved in the periodic collection and analysis of baseline versus actual data to understand and communicate the project progress. Which of the following techniques is used in generating performance reports?

- A. Work performance information
- B. Change requests
- C. Work performance measurements
- D. Forecasting method

Correct Answer: D

Forecasting method is a technique used in generating performance reports. Forecasting is the process of estimating or predicting in unknown situations. Forecasting is about predicting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts. The forecasting methods are categorized as follows: Time series method: It uses historical data as the basis for estimating future outcomes. Causal/ econometric method: This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and used in the forecast. Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates. Other methods: Other methods may include probabilistic forecasting, simulation, and ensemble forecasting. It is one of the tools and techniques of the report performance process. Answer option A is incorrect. Work performance information is the data gathered on the status of the project schedule activities that are performed to accomplish the project work. This data is collected as part of the Direct and Manage Project Execution processes. WPI includes the following: Deliverables status Schedule Progress Costs incurred It is used as an input in generating the report performance process. Answer option C is incorrect. Work performance measurements are created from the work performance information. WPMs are an output of Control schedule, Control cost, and Control scope processes, which are monitoring and controlling processes. WPMs consist of planned versus actual performance indicators with respect to scope, schedule, and cost. They are documented and communicated to the stakeholders and are used to make project activity metrics, such as the following: Planned vs. Actual Technical performance and Scope performance Planned vs. Actual Schedule performance Planned vs. Actual Cost performance They are used as an input in generating the report performance process. Answer option B is incorrect. Change requests are requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets or revise schedules. These requests for a change can be direct or indirect, externally or internally initiated, and legally or contractually imposed or optional. A Project Manager needs to ensure that only formally documented requested changes are processed and only approved change requests are implemented. It is an output of the report performance process.

QUESTION 7

You are the project manager of the NHGQ project for your company. You must create and distribute performance reports every week to your key project stakeholders. What communication technique do you normally use to distribute reports?

- A. Push technique
- B. Many-to-many
- C. One-to-one
- D. Pull technique

Correct Answer: A

Performance reports are distributed through the push technique. This means that the project manager distributes the reports regularly through a mechanism, such as email. Answer option C is incorrect. One-to-one technique describes a conversation between two people. Answer option B is incorrect. Many-to-many technique describes a conversation between many people. Answer option D is incorrect. A pull technique describes the recipients of the report "pulling" the information, such as from a Website.

QUESTION 8

Gina is the project manager for her organization and she is working with her project team to define the project activities. In this project, the stakeholders are sensitive to the project completion date, so Gina is stressing to her project team members that while they need to provide and account for all of the project activities, they should focus on one work package in the WBS at a time. In order to start the decomposition of the project work packages into activities, Gina will need all of the following except for which one?

- A. Scope baseline
- B. Organizational process assets
- C. WBS
- D. Enterprise environmental factors

Correct Answer: C

According to the PMBOK, Gina will not need the WBS directly, but will rely on the scope baseline. A Work Breakdown Structure (WBS) in project management is a tool that defines a project and groups the project's discrete work elements in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Answer option A is incorrect. The scope baseline is an input to define the project activities. Answer option D is incorrect. Enterprise environmental factors are an input to define the project activities. Answer option B is incorrect. Organizational process assets are an input to define the project activities.

QUESTION 9

Adrian is the project manager for her project. This new project needs to identify all the stakeholders that will be affected by the project's outcome. How stakeholders are usually identified?

- A. Stakeholders are usually identified through a stakeholder register.
- B. Stakeholders are identified by the project team, project sponsor, and management.
- C. Stakeholders are identified through the project customers.
- D. Stakeholders are usually identified by interviewing identified stakeholders and expanding the list until all potential stakeholders are included.

Correct Answer: D

Stakeholders are interviewed and can help identify other stakeholders that should be included in the project communications.

Answer option B is incorrect. According to the PMBOK, this is not the best answer. Answer option A is incorrect. Stakeholders are entered into a stakeholder register, not identified by it. Answer option C is incorrect. Project customers are

stakeholders.

QUESTION 10

Amy works as a project manager for BlueWell Inc. She is working on the SDI project, which has a BAC of \$2,816,000. She is currently 20 percent complete with this project, though she should be 25 percent complete with the project work. The project has consumed \$495,000 of the project budget to date. Management has asked her the project's Estimate To Complete (ETC) based on the current project performance. What is the ETC for this project?

- A. \$1,312,504
- B. \$1,979,952
- C. \$1,541,544
- D. \$2,474,952

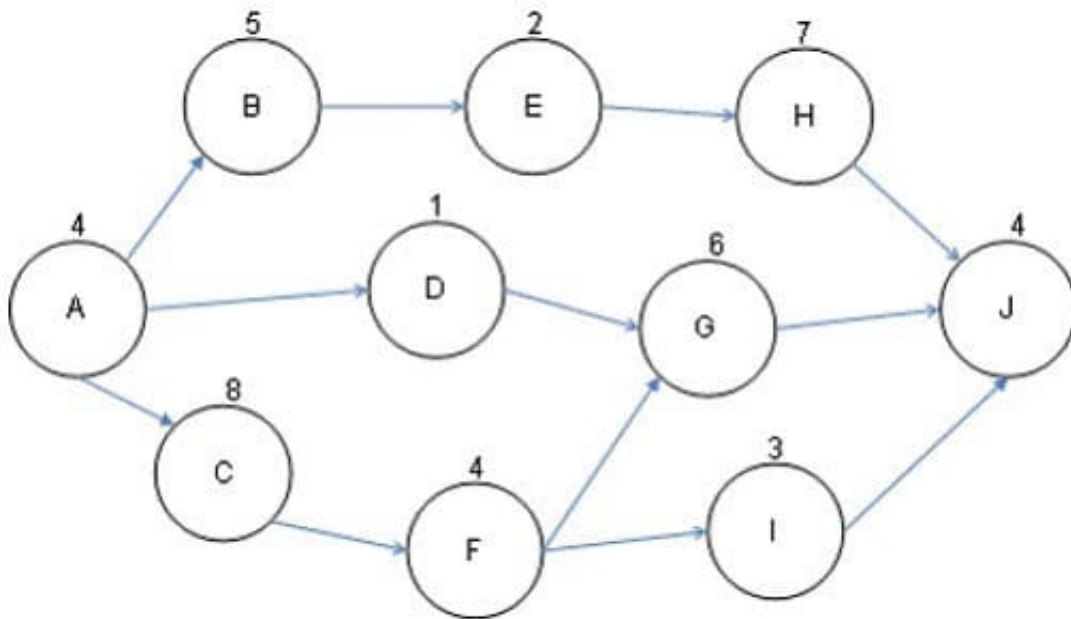
Correct Answer: B

The estimate to complete is about knowing how much more money the project will need to complete its objectives. The estimate to complete (ETC) is the expected cost needed to complete all the remaining work for a scheduled activity, a group of activities, or the project. ETC helps project managers predict what the final cost of the project will be upon completion. The formula for the ETC is $EAC - AC$. The EAC is BAC / CPI . Here it is, $CPI = EV/AC = (0.20 * 2,816,000) / 495,000 = 563,200 / 495,000 = 1.1378$ $EAC = BAC / CPI = 2,816,000 / 1.1378 = 2,474,952$ (Approx) $ETC = EAC - AC = 2,474,952 - 495,000 = 1,979,952$ Answer options C and A are incorrect. These are not the valid answers for this question. Answer option D is incorrect. This is the estimate at completion based on the current project performance.

QUESTION 11

You are the project manager of the BHG Project. You are creating a network diagram as shown in the figure: Mary, a project team member, reports that an identified risk is likely to happen in the project that will affect the completion date

of Activity D . She reports that the risk event will likely cause the duration of the activity to increase by six days. If this happens what is the earliest the project can complete?



- A. 32 days
- B. 29 days
- C. 27 days
- D. 26 days

Correct Answer: D

If Activity D increases by six days, the duration of the project will not change. There is 11 days of float available for Activity D so it may delay by six days without affecting the project end date. What is float? Float or total float (TF) is the total

amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the

difference between the early finish dates and late finish dates.

Answer options A, B, and C are incorrect. These are not valid answers for the question.

QUESTION 12

John works as a project manager for BlueWell Inc. His project has a budget of \$795,000 and he has spent \$325,000 on the project. But, he has completed only 40 percent of the project work till now. Management wants to know what the project's cost performance index is. What value will John report?

- A. 0.76
- B. 0.85

C. 0.80

D. 0.92

Correct Answer: D

Cost performance index (CPI) is used to calculate performance efficiencies. It is used in trend analysis to predict future performance. CPI is the ratio of earned value to actual cost. The CPI is calculated based on the following formula: $CPI = \text{Earned Value (EV)} / \text{Actual Cost (AC)}$. If the CPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The CPI value of 1 indicates that the project is right on target. In this instance, it's $EV = 0.40 * 750,000 = 300,000$ $CPI = EV/AC = 300,000/325,000 = 0.92$

QUESTION 13

You are a project manager in a matrix environment and management is concerned about the utilization of the resources on your project team and when you'll release them. What project management plan will guide how and when project resources will be released from the project team?

A. Project Human Resources Management Plan

B. Project Staffing Management Plan

C. Project Communications Management Plan

D. Project Schedule Management Plan

Correct Answer: B

The Project Staffing Management Plan will define how resources are brought onto the project team, how they are managed while on the project team, and how they may be released from the project team. The staffing management plan is part of human resources plan. It is a subsidiary plan of the overall project management plan and defines when project team members will be brought onto and released from the project. It describes when and how human resource requirements will be met. Depending upon the needs of the project, it can be formal or informal, highly detailed or broadly framed. The staffing management plan may include the following items: Staff acquisition, resource calendars, staff release plan, training needs, recognition and rewards, compliance, and safety. Answer option C is incorrect. The communications management plan defines project communication requirements and expectations. Answer option A is incorrect. This is not a valid project management plan. Answer option D is incorrect. The project schedule management will define when resources are needed and scheduled, but not how resources are allowed to be released from the project.

QUESTION 14

Billy is the project manager of the PQW Project and she has an assigned project budget of \$655,000. Currently she is 80 percent complete with the project though she was scheduled to be 100 percent done by this date. She has spent \$490,000 to date and other than the project schedule, which was delayed because of a vendor, the project is going well. What should Billy report as her schedule performance index for this project?

A. 1.23

B. 100 percent because the vendor caused her lateness

C. .80

D. \$524,000

Correct Answer: C

Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in trend analysis to predict future performance. SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula: $SPI = \text{Earned Value (EV)} / \text{Planned Value (PV)}$. If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The SPI value of 1 indicates that the project is right on target. You can find the planned value by multiplying where Billy should be in the project, 100 percent, by the project's budget. In this instance the planned value is \$655,000 because she is to be 100 percent complete. Answer option B is incorrect. The SPI simply reports a value not an . Answer option A is incorrect. 1.23 is the cost performance index for the project. Answer option D is incorrect. \$524,000 is the earned value for the project.

QUESTION 15

What is the formula to find the schedule performance index?

- A. EV-PV
- B. EV/AC
- C. EV/PV
- D. EV-AC

Correct Answer: C

The schedule performance index shows how well the project is performing on schedule. It is found by dividing the earned value by the planned value. Schedule variance (SV) is a measure of schedule performance on a project. The variance notifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula: $SV = \text{Earned Value (EV)} - \text{Planned Value (PV)}$. If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target. Answer option D is incorrect. EV-AC is the project's cost variance. Answer option B is incorrect. EV/AC is the project's cost performance index. Answer option A is incorrect. EV-PV is the project's schedule variance.

[PMI-SP Practice Test](#)

[PMI-SP Exam Questions](#)

[PMI-SP Braindumps](#)