



# PMI-SP<sup>Q&As</sup>

PMI Scheduling Professional

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**QUESTION 1**

You are the project manager of a research project. Because much of the project work will be based on what is discovered in each stage of the project work, you are directing the project time to focus on creating time estimates for the most imminent research work and broad estimates for the project work that is coming later in the project. What type of planning are you using in this project?

- A. Milestone planning
- B. Rolling wave planning
- C. Phase gates
- D. Decomposition

Correct Answer: B

This is an example of rolling wave planning. Rolling wave planning focuses on the most imminent work in detail and creates estimates for the whole project and later work in broad estimates. Rolling wave planning is a form of progressive elaboration. Rolling wave planning is a technique for performing progressive elaboration planning where the work to be accomplished in the near future is planned in detail at a low level of the work breakdown structure. The work to be performed within another one or two reporting periods in the near future is planned in detail as work is being completed during the current period. Answer option D is incorrect. Decomposition describes the breakdown of the project scope into work packages, and then the work packages are broken down into project activities. Answer option C is incorrect. Phase gates describe the review process associated with the end of project phases. Answer option A is incorrect. Milestone planning defines the project milestones, not the activities required to reach the milestones.

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**QUESTION 2**

You are the project manager of the NGG Project. This project will be using a new material that the project team has never worked with before. You'd like to use some preventive action to ensure that the installation of the new materials is successful in the project. Which one of the following project actions is an example of the best preventive action for this project?

- A. Hire a subject matter expert to train the project team how to install the materials.
- B. Purchase additional materials so in case the team wastes materials during their installation.
- C. Hire a subject matter expert to install the new materials.
- D. Create incentive by rewarding the project team if they don't waste the materials.

Correct Answer: A

In order to ensure that the installation of the new materials is successful in the project, you should hire a subject matter expert to train the project team how to install the materials. This is the best preventive action that you can take in case the project team has never worked on the material. Answer option C is incorrect as while this approach may work it's not the best corrective action as the project team isn't learning how to use the new materials. Answer option B is incorrect as this approach practically encourages the team to waste materials without training them how to install the materials properly. Answer option D is incorrect as the incentive program is flawed if the team doesn't understand how to install the new materials to begin with.

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**QUESTION 3**

You are the project manager for your organization. You have recently noted some risks associated with some of the activities in your project. These risks can have schedule and costs impacts on your project and you need to address the risks through qualitative and quantitative analysis to confirm the depth of possible impact. Where should you document the risk information concerning the activities in your project schedule?

- A. Risk management plan
- B. Schedule management plan
- C. Risk register
- D. Activity attributes

Correct Answer: C

The project risks are documented in the risk register - including the probability and impact information. The risk register is an output of the Identify Risks process. Risk register is a document that contains the results of the qualitative risk

analysis, quantitative risk analysis, and risk response planning. Description, category, cause, probability of occurring, impact on objectives, proposed responses, owner, and the current status of all identified risks are put in the risk register.

Answer option A is incorrect. The risk management plan addresses that how risks will be identified, monitored, and controlled. Answer option D is incorrect. The activity attributes information is needed, but risks are not part of the activity

attributes.

Answer option B is incorrect. The schedule management plan addresses how the schedule will be created, executed, and controlled.

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**QUESTION 4**

You are the project manager of the NAA Project for your organization. You are exploring the possibility of fast tracking in your project. Which of the following statements is most accurate about fast tracking the project?

- A. Fast tracking only works if activities can be overlapped to shorten duration.
- B. Fast tracking only works if the activities are effort-driven.
- C. Fast tracking only works if the activities are resource-driven.
- D. Fast tracking only works if activities can have start-to-start relationships.

Correct Answer: A

Fast tracking is only valid if the activities or phases can be overlapped. Some activities or phases cannot be overlapped due to mandatory dependencies in the project. In other words, the work must be completed in a particular given order.

Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope.

Answer option C is incorrect. This is not a valid description of fast tracking. Answer option B is incorrect. Effort-driven or



activities of fixed duration can be fast tracked. Answer option D is incorrect. The relationships among the activities do not

have to be start-to-start to be fast tracked.

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#### QUESTION 5

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 90 percent done by this date. She has spent \$490,000 to date. What should Billy report as her cost performance index (CPI) for this project?

- A. .07
- B. 1.07
- C. \$34,000
- D. .89

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:  $CPI = \frac{EV}{AC}$

Earned Value (EV) / 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 \$524,000 and the actual costs are \$490,000. In this project Billy has spent less than what the work is worth - a good thing. This could be because of a cost savings, such as travel or shipping, or

because a risk event didn't come into play. This causes the positive CPI - something which does not happen very often.

Answer option A is incorrect. .07 is an incorrect calculation for the cost performance index for the project. Answer option D is incorrect. .89 represents the schedule performance index. Answer option C is incorrect.

\$34,000 is the cost variance of the project.

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