



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

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**QUESTION 1**

You are the project manager for the GHB Organization. Management has asked that you review your recent SPI to determine why there was a schedule variance. They'd also like you to explain what approach you'll do to counteract the SPI going forward in the project. You complete the variance analysis and report to management that you'll be fast tracking a portion of your project work. What will be the management's concern with, when it comes to fast tracking the project?

- A. Added costs for the additional project labor
- B. Added risk
- C. Continued variances in the SPI
- D. Slippage in the project quality

Correct Answer: B

When the project manager elects to use fast tracking the project manager is allowing phases of the project to overlap. When phases overlap there is added risk to the project. 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. Management's greatest concern is about the added risks of fast tracking and not about the SPI. Answer option A is incorrect. Costs are added when the project manager elects to crash a project. Answer option D is incorrect. Quality may suffer, but the most prominent concern is the added risks to the project work.

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**QUESTION 2**

You work as a project manager for BlueWell Inc. You must communicate on a regular basis with all of your project stakeholders. In your project, you have 755 stakeholders. How many communication channels exist in the project?

- A. 284,635
- B. 570,025
- C. 569,270
- D. 755

Correct Answer: A

The number of communication channels describes the number of opportunities for stakeholders to communicate amongst themselves and for communication to be broken down. To find the number of communication channels, you can use the formula of  $N(N-1)/2$  where N represents the number of stakeholders. Total number of communication channels =  $N(N-1)/2 = 755(755-1)/2 = 284,635$  Answer option D is incorrect. This is the number of stakeholders. Answer option C is incorrect. 569,270 is not a valid calculation of this formula. Answer option B is incorrect. 570,025 is not a valid calculation of this formula.

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**QUESTION 3**

A project team installs 2,500 light fixtures in a new office building, and each light fixture takes one hour to install. The



project manager can predict that it will take 2,500 hours to complete the work. However, which of the following statements most accurately describes this parametric estimate assumption?

- A. As workers complete the installation, efficiency will increase and durations will decrease.
- B. As workers complete the installation, errors and risks will increase the actual completion.
- C. As workers complete the installation, effort will diminish and efficiency will decrease.
- D. As workers complete the installation, labor will diminish so duration will increase.

Correct Answer: A

When project team workers complete repetitive tasks, efficiency through learning will diminish the overall duration of the project tasks. A parametric estimate is an estimate that uses a parameter to predict the costs of the project, such as cost

per network drop or cost per software license. Parametric estimating technique utilizes the statistical relationship that exists between a series of historical data and a particular delineated list of other variables.

Answer options B, D, and C are incorrect. These are not the valid statements.

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#### QUESTION 4

Nancy is the project manager of a project with 78 stakeholders. This is a high-profile project and she needs to express to her project team and to the management the importance of communication in this project. She would like to show the number of stakeholder communication channels in the project. Based on this information how many communication channels exist within this project?

- A. 78
- B. 156
- C. 3,003
- D. 6,084

Correct Answer: C

Communication channels are paths of communication with stakeholders in a project. The number of communication channels shows the complexity of a project's communication and can be derived through the formula shown below: Total Number of Communication Channels =  $n(n-1)/2$  where, n is the number of stakeholders. Hence, a project having five stakeholders will have ten communication channels. Putting the number of stakeholders in the formula we can get the required communication channel for the project. It is  $(78 \times 77)/2$  for 3,003 communication channels. Answer options A, B, and D are incorrect. These numbers do not reflect the accurate number of communication channels in the project.

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#### QUESTION 5

What formula would you use if your project had a BAC of \$450,000, you have spent \$191,000, and you are 40 percent complete though you are supposed to be 55 percent done and management wants to know your project's schedule performance index?

- A.  $(\$450,000 - \$180,000) / (\$450,000 - \$191,000)$



B. \$450,000 - \$477,500

C. \$180,000 / \$247,500

D. \$180,000 - \$247,500

Correct Answer: C

The schedule performance index can be found by dividing the earned value by the planned value. In this instance, it is  $\$180,000 / \$247,500$  for a value of .73. 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. Answer option D is incorrect. This is the schedule variance formula of EV-PV. Answer option A is incorrect. This is the TCPI formula of 1.04. Answer option B is incorrect. This is the VAC formula with a result of  $-\$27,500$ .

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