



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

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**QUESTION 1**

Which of the following statements best describes an activity in a project?

- A. It is a defined set of functions a resource must complete for the project scope to be considered complete.
- B. It is the effort needed to complete a work package.
- C. It is the unit of resource utilization needed to complete a project deliverable.
- D. It is a listing of all project work that must be accomplished for the project scope to be considered complete.

Correct Answer: B

An activity is the effort needed to complete a work package. The activities are linked to the work packages in the WBS. An activity is the element of work performed throughout the various stages of a project. It is a group of people, communications, processes, and work items that correspond to a joint effort to achieve a goal. An activity is a way to manage the work collectively with others in any organization. The create WBS process identifies the deliverables at the lowest level in the WBS, called the work package. Project work packages are divided into smaller elements known as activities, which correspond to the work required to complete the work package. Answer option D is incorrect. This is a definition of all the work that the project team and manager must complete in order to complete the total activity list. Answer options A and C are incorrect. These are not valid definitions of an activity.

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**QUESTION 2**

You work as the project manager for BlueWell Inc. You are reviewing and regulating the progress to meet the performance objectives defined in the project management plan. Mark, a trainee, has a doubt related to the inputs of monitor and control project work. Which of the following is the input to monitor and control project work?

- A. Project document updates
- B. Expert judgment
- C. Performance report
- D. Project management plan updates

Correct Answer: C

Performance report is an input of monitor and control project work. Reports are prepared by the project team detailing activities, milestones, and problems. A performance report is made by the project team detailing activities, milestones, problems, accomplishments, and identified issues. Performance reports are used to report some key information as follows: Current status Scheduled activities Significant accomplishment for the period Forecasts Issues

Answer option B is incorrect. It is the tool and technique used for monitoring and controlling project work. Answer options A and D are incorrect. These are the outputs to monitor and control project work.

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**QUESTION 3**

You work as a project manager for BlueWell Inc. Which of the following techniques will you use to determine whether



particular work can best be accomplished by the project team or must be purchased from the outside sources?

- A. Contract Types
- B. Expert Judgment
- C. Procurement Negotiations
- D. Make-or-Buy Analysis

Correct Answer: D

A make-or-buy analysis is used to verify whether a particular work can best be accomplished by the project team or must be purchased from outside sources. The budget constraints can influence the make- or-buy decisions. A make-or-buy

analysis must consider all related costs; both direct and indirect support costs.

Answer option B is incorrect. Expert judgment is a technique based on a set of criteria that has been acquired in a specific knowledge area or product area. It is obtained when the project manager or project team requires specialized

knowledge that they do not possess. Answer option A is incorrect. The type of contract to be used and the specific contract terms and conditions fix the degree of risk being assumed by the buyer and seller. Answer option C is incorrect.

Negotiations clarify the structure, requirements and other terms of the purchase so that the mutual agreement can be reached prior to signing the contracts.

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#### QUESTION 4

Holly is the project manager for her organization. She is creating the activity list and would like to tag those activities that are comprised of discrete effort. What is discrete effort?

- A. It is a term used to describe activities whose effort cannot be directly measured to the project objectives.
- B. It is a term used to describe activities whose effort can be directly measured and linked to the project objectives.
- C. It is a term used to describe activities that are supportive of the project work, but not linked to the project deliverables.
- D. It is a term used to describe activities that are core project management processes, but not core project activities.

Correct Answer: B

Discrete effort is a term used to describe the work that can be measured and traced to the components in the work packages. It is the actual work to create the project deliverables. Discrete effort refers to the particular work effort that can be

identified and traced as having a direct tie to the final completion of the project- related work breakdown structure components and the deliverables. It is necessary that all the efforts have a specific measurable end product or end result.

Answer options A, D, and C are incorrect.

These are not valid definitions of discrete effort.

**QUESTION 5**

Fred is the project manager of the NHA project. This project has a BAC of \$2,456,900 and is sixty percent complete. Fred has crashed the project, which has driven the project costs to date to \$1,525,140, but his project is five percent more complete than what was planned. What is the schedule variance for this project that Fred needs to report to the management?

- A. \$176,675
- B. \$122,845
- C. -\$85,000
- D. -\$51,000

Correct Answer: B

There is positive variance of \$122,845 on Fred's project. Variances can be either positive or negative. 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 C is incorrect. This is the project's variance at completion. Answer option D is incorrect. This is the cost variance for the project. Answer option A is incorrect. This is not a valid answer for the project.

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