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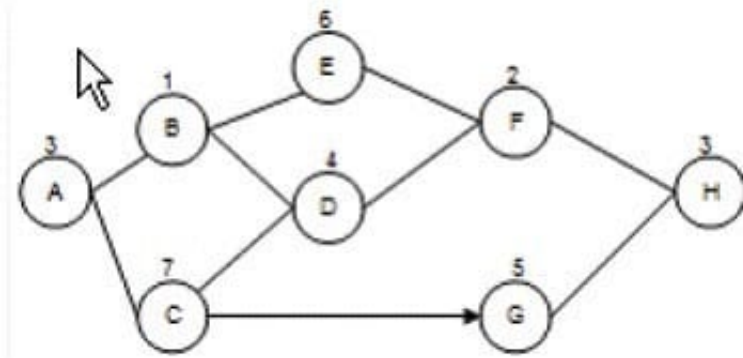
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**QUESTION 1**

You are project manager of HHK project. Examine the network diagram given below:



A vendor reports that he will be four days late on the materials you'll need in order to complete Activity

A. Based on the project network diagram, how many days can Activity E be delayed?

B. Four days

C. Six days

D. Five days

E. Zero, it is on the critical path.

Correct Answer: A

Activity E has four days of float. The entire project will take 19 days to complete. Float, also called slack, is the amount of time an activity can be delayed without affecting any subsequent activities. There are two types of floats available: Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities. Total Float: It 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 schedule constraint. Float is calculated by using the critical path method technique. Answer option D is incorrect. Activity E is not on the critical path. Answer options C and B are incorrect. These are incorrect calculations of the amount float available for Activity E.

QUESTION 2

Frank is the project manager of a construction project. In this project, Frank has elected to allow the interior design phase of the project to overlap with the pool construction phase of the project. Normally, Frank would not allow these two phases to overlap, but for this project, he has elected to do so in order to compress the project schedule. What is this schedule compression technique called?

A. Resource leveling heuristic

B. Lead time

C. Fast tracking

D. Crashing



Correct Answer: C

This is an example of fast tracking. Fast tracking allows phases to overlap in order to compress the project schedule.

Answer option D is incorrect. Crashing adds labor to the project in order to complete effort-driven activities in less time.

Answer option B is incorrect. The lead time allows individual activities to overlap, not entire phases. Answer option A is incorrect. Resource leveling heuristics are rules that limit the amount of time a labor resource may contribute to the project

in a given time period.

QUESTION 3

You are the project manager of the GHY Project. This project is scheduled to last for one year and has a BAC of \$4,500,000. You are currently 45 percent complete with this project, though you are supposed to be at your second milestone, which accounts for half of the project completion. There have been some errors in the project, which has caused you to spend \$2,073,654. Based on the budget at completion, what is this project's to-complete performance index?

- A. -\$108,120
- B. 0.98
- C. \$2,500.000
- D. 1.02

Correct Answer: D

The to-complete performance index shows the likelihood of reaching the project objectives based on the current performance. The formula is $(BAC - EV) / (BAC - AC)$ for a result of 1.02. The higher the value over 1 the less likely the project is to reach its objectives based on the current performance. To-complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EA

C. TCPI indicates the future required cost efficiency needed to achieve a target EAC (Estimate At Complete). Once approved, the EAC supersedes the BAC as the cost performance goal. Any significant difference between TCPI and the CPI needed to meet the EAC should be accounted for by management in their forecast of the final cost. The formula for TCPI is as follows: $TCPI = \{(BAC - EV) / (BAC - AC)\}$ Answer option B is incorrect. This is the cost performance index for this project. Answer option A is incorrect. This is the expected variance at completion. Answer option C is incorrect. This is not a valid answer for this question.

QUESTION 4

Holly is the project manager for her organization. Her current project is running late and her project customer has asked Holly to find a method to apply corrective actions to the project schedule. Holly is exploring the concept of crashing the project. Which of the following statements is true about crashing the activities in Holly's project?

- A. The activities to be crashed must have additional quality control metrics associated with them.
- B. The activities to be crashed cannot be of fixed duration.
- C. The activities to be crashed cannot have risks associated with them greater than 0.80.



D. The activities cannot be on the critical path in order to be crashed.

Correct Answer: B

Crashing adds effort to the project activities. Activities that are of fixed duration, for example software testing, would not finish faster with added resources. Crashing is a schedule compression technique to obtain the greatest amount of compression for the least incremental cost. Crashing works for activities where additional resources will shorten the duration. Approving overtime, bringing in additional resources, paying to expedite delivery to activities on the critical path are examples of crashing. Answer option D is incorrect. Activities on the critical path can be crashed. Answer option C is incorrect. Activities with risks can be crashed. Answer option A is incorrect. Additional quality control metrics are not necessary just because Holly elects to crash her project.

QUESTION 5

Della works as a Project Manager for BlueWell Inc. A number of projects are running under her guidance. You, being a team leader of a project, provide Della the performance indexes of your project. The schedule variance (SV) of your project is zero. What does this figure depict?

- A. Project is right on target.
- B. Project is ahead of the schedule.
- C. Project is behind the schedule.
- D. Costs are higher than planned.

Correct Answer: A

According to the question, the schedule variance (SV) of the project is zero. A value of 0 indicates that the project is right on target. 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. The negative SV means that project is behind the schedule. Answer option D is incorrect. This result can be drawn by looking at the cost variance (CV) of the project. Answer option B is incorrect. The positive SV depicts that the project is ahead of the planned schedule.

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