



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

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**QUESTION 1**

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 2**

Your project has a BAC of \$750,000 and is 75 percent complete. According to your plan, however, your project should actually be 80 percent complete. You have spent \$575,000 of your project budget to reach this point and you are worried about the project not being able to complete based on your current project budget. What is the to-complete performance index for this project?

- A. 0.98
- B. -\$16,677
- C. 1.07
- D. 0.94

Correct Answer: C

The to-complete performance index can be found by using the formula  $(BAC - EV) / (BAC - AC)$  for a value of 1.07. The higher the value is from 1, the less likely the project will meet the BAC. To-complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EAC.

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 A is incorrect. 0.98 is the project's cost performance index. Answer option D is incorrect. This is the project's schedule performance index. Answer option B is incorrect. -\$16,667 is the project's variance at completion.

### QUESTION 3

John works as a Project Manager for Blue Well Inc. He is measuring cost efficiency of his project. The key values are provided in the table below:

Measurements	Values
BCWP (or EV)	425
BCWS (or PV)	400
ACWP (or AC)	510

What is the cost performance index (CPI) of the project at the current point of time?

- A. 0.96
- B. 1.082
- C. 0.833
- D. 1.0625

Correct Answer: C

According to the question, you are required to calculate the cost performance index (CPI) of the project. 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. Here, CPI is as follows:  $CPI = EV / AV = 425/510 = 0.833$  As the CPI (0.833) is less than 1, it shows that the schedule performance is below expectation. What is BCWP (or EV)? Budgeted cost of work performed (BCWP) or Earned Value (EV) is the value of completed work. It is the budgeted amount for the work actually completed on the schedule activity during a given time period. What is BCWS (or PV)? Budgeted Cost of Work Scheduled (BCWS) or Planned Value (PV) is the authorized budget assigned to the scheduled work to be accomplished for a schedule activity or Work Breakdown Structure (WBS) component. What is ACWP (or AC)? Actual cost of work performed (ACWP) or Actual Cost (AC) is the total costs actually incurred and recorded in accomplishing work performed during a given time period for a schedule activity. It is the cost of the work to date, including direct and indirect costs. AC is money that has actually been expended to date.

### QUESTION 4

John is a scheduler in ABC Company. He has to plan an activity for the schedule models. Which of the following activities will he use to make the schedule models? . Each correct answer represents a complete solution. Choose all that apply.



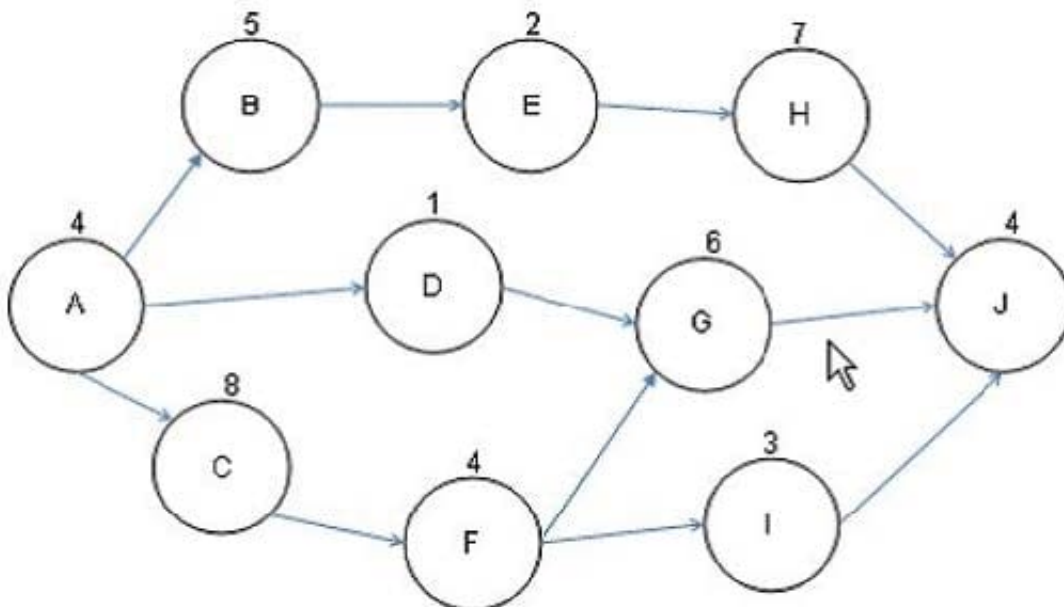
- A. Hammocks
- B. Critical path scheduling
- C. Flags
- D. Tasks

Correct Answer: ACD

An activity is an individual component of work that is logically linked to other activities to outline the schedule. Its key characteristics include an overall duration based upon the resources applied to it (manpower, material, and equipment), a start and completion date that is tied to a work calendar, and an association with other activities (predecessor and successors). Following are the various types of activities in schedule creation: Tasks: A task is an activity that needs to be accomplished within a defined period of time. Milestones: A milestone is the end of a stage that marks the completion of a work package or phase, typically marked by a high level event such as completion, endorsement or signing of a deliverable, document or a high level review meeting. Flags: Flags shall occur at appropriate intervals of approximately each month. The flags shall be located on the critical path and be incorporated into the baseline, all targets, and the current schedule. Hammocks: Hammocks are a summary pseudo "activity" representing a group of related activities that collectively cover some portion of a project. Answer option B is incorrect. The Critical Path scheduling, or Critical Path Analysis, is a mathematically based algorithm for scheduling a set of project activities.

#### QUESTION 5

You are the project manager of the NHQ Project. You have created the project network diagram as shown in the figure:



You are concerned about a risk on Activity G that if it happens will delay the project by four days. You would like to utilize float for Activity G. How much float is available for Activity G to help offset the risk event?

- A. Five days
- B. Four days
- C. Eleven days



D. Zero

Correct Answer: D

There is no float available for Activity G because it is on the critical path. 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 B, A, and C are incorrect. There is no float available for Activity G because it is on the critical path.

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