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QUESTION 1

Mary is the project manager for her company. She\\'s working with the project team to compress the project schedule as the project must be completed by December 30. For some of the project activities, she and the project team have agreed to crash the project work. What must be true of these project activities for crashing to be acceptable?

- A. The activities must be of fixed duration.
- B. The activities must be effort-drive.
- C. The activities must not be susceptible to the Law of Diminishing Returns.
- D. The activities must be risk-free.

Correct Answer: B

Crashing is the addition of project resources to complete effort-driven activities in faster time. By adding more labor the activity can be completed faster. 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 A is incorrect. An activity of fixed duration, such as printing 100,000 brochures in a printing press, won\\'t be completed faster by adding more effort. Answer option D is incorrect. Activities need not be risk-free to use project crashing. Answer option C is incorrect. All effort-driven activities are susceptible to the Law of Diminishing Returns. By adding more labor the value of the yield of the work decreases because of the cost of the labor added to the project work.

QUESTION 2

Which of the following allows activities to be done in parallel that would normally be done in sequence?

A. Lag time

- B. Lead time
- C. Fast tracking
- D. Crashing
- Correct Answer: C

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 D is incorrect. Crashing is a process in that the project manager adds more resources to effort-driven activities in an attempt to shorten their duration. Answer option A is incorrect. A lag time is a delay between the predecessor and the successor tasks. Sometimes it may be needed to schedule a delay between the predecessor and the successor tasks. For example, if two coats of paint are required to paint a car, then the final coat should be applied only when the first coat dries. This delay is known as the lag time. The lag time is entered as a positive value. The lag time can be entered as a duration or as a percentage of the predecessor\\'s task duration. It is entered on the Predecessor task can start when its predecessor is one-fourth finished, a finish-to-start dependency with a lead time of 25 percent for the successor task can sea a negative value. The lead time can be entered as a duration or as a percentage of the predeces and the predecessor task is a negative value. The lead time of 25 percent for the successor task can start when its predecessor \\'s task duration. It is entered on the Predecessor task and the successor task can start before the predecessor task finishes. For example, if a task can start when its predecessor is one-fourth finished, a finish-to-start dependency with a lead time of 25 percent for the successor task can start before to value. The lead time can be entered as a duration or as a percentage of the predecessor\\'s task duration. It is entered on the Predecessor task information dialog box.



QUESTION 3

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



Based on the project network diagram, how much float is available for Activity H if Activity B is delayed by four days and Activity D is delayed by two days?

A. One

B. Five

C. Four

D. Zero

Correct Answer: D

The path of ABDHJ will take 21 days to complete and cannot exceed 27 days or else the project will be late. If Activity B takes four additional days and Activity D takes two additional days, this adds (4+2=

6) six days to the path, bringing the path//s duration to exactly (21+6 = 27) twenty seven days. There is no available float left for Activity E or H. 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 A, C, and B are incorrect. There is no float available because the path\\'s duration has increased to 27 days.



QUESTION 4

You work as a project manager for Honeywell Inc. You have been distributing performance information, including status reports, progress measurement, and forecasts to various stakeholders. A trainee of this company wants to know what are the inputs for generating performance reports. Which of the following are the necessary inputs? Each correct answer represents a part of the solution. Choose two.

- A. Variance analysis
- B. WPM
- C. WPI
- D. Change request
- Correct Answer: BC

According to the scenario, you can use the following inputs in order to generate performance reports: WPI: Work performance information is the data gathered on the status of the project schedule activities that are performed to accomplish the project work. This data is collected as part of the Direct and Manage Project Execution processes. WPI includes the following: Deliverables status Schedule Progress Costs incurred WPM: Work performance measurements are created from the work performance information. WPMs are an output of Control schedule, Control cost, and Control scope processes, which are monitoring and controlling processes. WPMs consist of planned versus actual performance indicators with respect to scope, schedule, and cost. They are documented and communicated to the stakeholders and are used to make project activity metrics, such as the following: Planned vs. Actual Technical performance and Scope performance. Planned vs. Actual Schedule performance Planned vs. Actual Cost performance Answer option A is incorrect. Variance analysis is an after-look at what caused a difference between the baseline and the actual performance. It is one of the tools and techniques used for report performance. Answer option D is incorrect. Change requests are requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets or revise schedules. These requests for a change can be direct or indirect, externally or internally initiated, and legally or contractually imposed or optional. A Project Manager needs to ensure that only formally documented requested changes are processed and only approved change requests are implemented.

QUESTION 5

You are the project manager of the NHT Project. This project has 12,345 office doors to install throughout a campus. Each of the doors costs the project \$456 and requires special hardware to electronically lock and open the doors. You\\'ve gathered the project team before they begin the installation for a hands-on training. As a group you and the project team install 50 doors following a checklist of instructions so that every door will be installed exactly the same throughout the campus and with minimal waste. This is an example of what project execution technique?

- A. Preventive action
- B. Defect repair validation
- C. Implemented corrective action
- D. Quality control

This is an example of a preventive action as you\\'re working with the team before they install the doors to train them on the installation. The checklist is a quality control tool but the question was asking for a project execution activity. Preventive and corrective actions are part of project execution. Answer option D is incorrect. Quality control is a controlling and monitoring process, not an executing process. Answer option B is incorrect. The defect repair validation

Correct Answer: A



comes after the project team has corrected an error - something that has not occurred in this instance. Answer option C is incorrect. Corrective action is a response to something that needs to be corrected in the project.

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