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QUESTION 1

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. What is this project's schedule performance index?

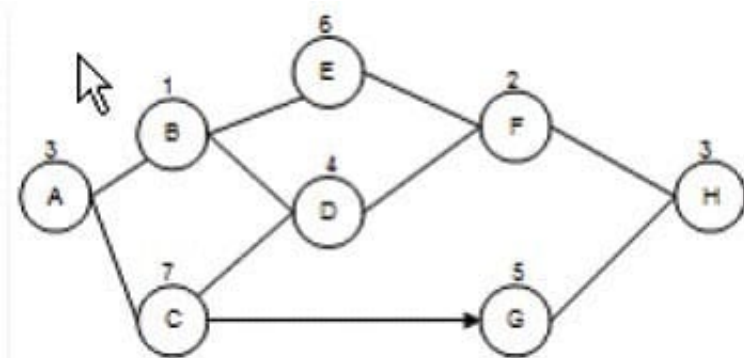
- A. 1.02
- B. 0.98
- C. 0.90
- D. -\$108,120

Correct Answer: C

The schedule performance index shows how well the project is performing on its schedule goals. The SPI can be found by dividing the earned value by the planned value. In this instance, it is \$2,025,000 divided by \$2,250,000 for .90. The closer to 1, the better the performance. 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 B is incorrect. 0.98 is the cost performance index. Answer option A is incorrect. 1.02 is the to-complete performance index. Answer option D is incorrect. -\$108,120 is the variance at completion based on current performance.

QUESTION 2

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 3

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?

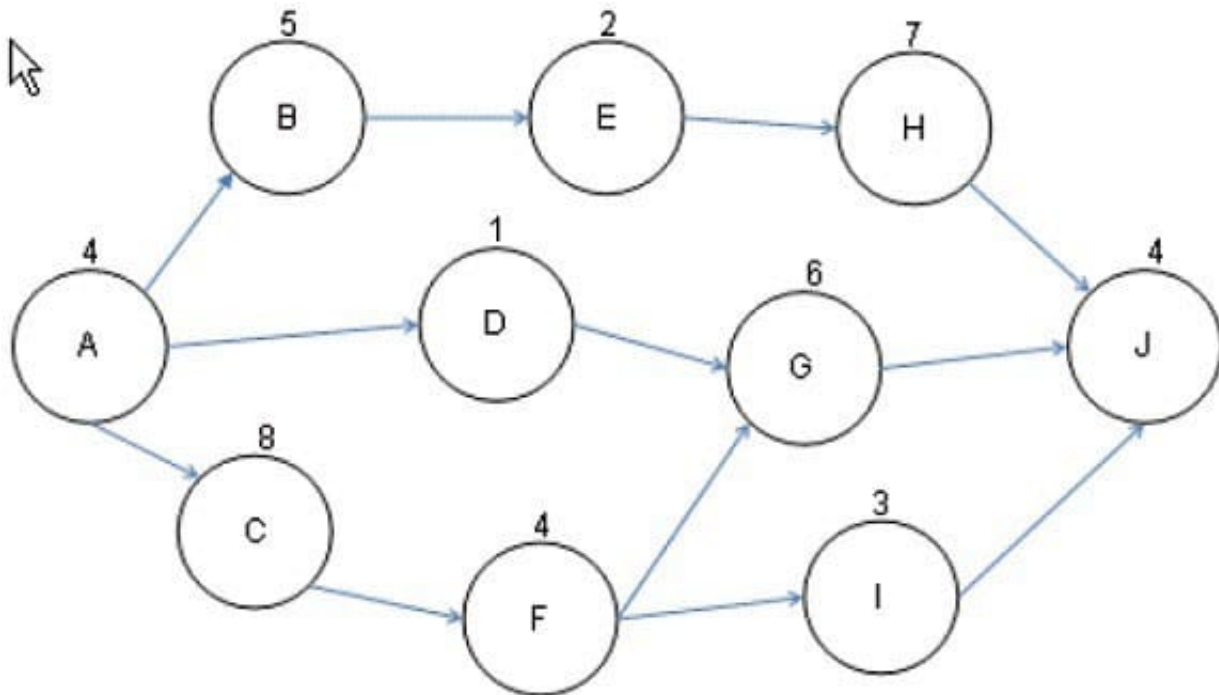
- A. 284,635
- B. 570,025
- C. 569,270
- D. 755

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.

QUESTION 4

You work as the project manager for Blue Well Inc. You are working with your project team to schedule the days the project work will take place. You have created a project network diagram as shown in the figure:



Based on this diagram, find out the earliest day on which Activity G can be started.

- A. Day 13
- B. Day 7
- C. Day 22
- D. Day 17

Correct Answer: D

The earliest Activity G can start is Day 17. This is because activities A, D, C, and F must all be completed before Activity G can start.

Answer option A is incorrect. Day 13 does not account for Activity F since Activity F is also a predecessor to Activity G.

Answer option C is incorrect. Day 22 is the earliest Activity G can finish. Answer option B is incorrect. Day 7 is not a valid answer.

QUESTION 5

Which of the following techniques is used to perform progressive elaboration planning where the work to be accomplished in the near future is planned in detail at a low level of the work breakdown structure?

- A. Imminent activity management
- B. Predecessor-only diagramming
- C. Rolling wave planning



D. Decomposition

Correct Answer: C

Rolling wave planning is a technique to plan and do the most imminent project work before moving onto the details that are far off in the project schedule and project plan. Rolling wave planning is a technique for performing progressive

elaboration planning where the work to be accomplished in the near future is planned in detail at a low level of the work breakdown structure. The work to be performed within another one or two reporting periods in the near future is planned

in detail as work is being completed during the current period.

Answer options B and A are incorrect. These are not valid project management terms. Answer option D is incorrect. Decomposition is the process of breaking down work packages into the activity list.

QUESTION 6

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 7

Your organization wants to start a new project. The study shows that the new project will save organization approximately \$200,000 per year. Now it is required to move forward with the project. Which of the following documents will define the project justification?

- A. Feasibility study
- B. Project charter
- C. Work breakdown structure
- D. Project scope



Correct Answer: B

The project charter defines the business needs, the project justification, the current requirements, and the new warehouse your organization wants to create. The project charter is the document that formally authorizes a project. The project charter provides the project manager with the authority to apply organizational resources to project activities. According to PMBOK Guide, the project charter should address the following information: Requirements that satisfy customer, sponsor, and other stakeholder needs, wants and expectations Business needs, high-level project description, or product requirements that the project is undertaken to address Project purpose or justification Assigned Project Manager and authority level Summary milestone schedule Stakeholder influences Functional organizations and their participation Organizational, environmental and external assumptions Organizational, environmental and external constraints Business case justifying the project, including return on investment Summary budget If required, it also authorizes the next project phase, and updates the charter. The project manager should always be assigned prior to the start of planning, and preferably while the project charter is being developed. Answer option C is incorrect. The decomposition of the project scope results in the project's Work Breakdown Structure (WBS). The work packages of the WBS will help the project manager and team create accurate time and cost estimates. Answer option A is incorrect. The feasibility study is usually created before the project scope, though not always. This document defines the likelihood of the project being able to reach its objectives. Answer option D is incorrect. The project scope defines all that the project should complete.

QUESTION 8

You are working with your project team to identify the project activities within your project. Which of the following is NOT a tool and technique that will be useful in defining the project activities?

- A. Decomposition
- B. Rolling wave plan
- C. Precedence diagramming method
- D. Templates

Correct Answer: C

The precedence diagramming method is not a tool and technique that will be used during the activity definition process. Precedence diagramming method (PDM) is used in critical path methodology for building a project schedule network diagram that uses boxes or rectangles, referred to as nodes, to represent activities, and join each other with arrows that show the logical relationship that exists between them. The tools and techniques used in defining the activity process are as follows: Decomposition: It is used to further divide the project work package into a more smaller and convenient form called activities. Rolling Wave Planning: It is a form of progressive elaboration planning where the work to be accomplished in the near term is planned in detail and future work is planned at a higher level of WBS. Templates: It is an activity list or a part of the activity list taken from the previous project and used in a new project. Expert Judgement: The skilled members in a project team or other experts who develop project scope statements can help provide knowledge in defining activities.

QUESTION 9

You work as the project manager for BlueWell Inc. You are recording the activity status for your project team's performance in the project. Based on the current performance your project is likely to be three months late. What type of communication should be generated based on this performance issue?

- A. Issue report



- B. Exceptions report
- C. Variance analysis
- D. Performance report

Correct Answer: D

A performance report is needed to communicate the variance between planned work and actual work. 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 A is incorrect. An issue report is not the best answer for this scenario. Issues are recorded in the issue log and an issue owner is assigned. Answer option B is incorrect. An exceptions report is a tempting answer as this is an exception to the project. PMI does not use this terminology. Answer option C is incorrect. Variance analysis is the activity of reviewing the variance to determine why it exists.

QUESTION 10

You are the project manager of the NGG Project. This project will be using a new material that the project team has never worked with before. You'd like to use some preventive action to ensure that the installation of the new materials is successful in the project. Which one of the following project actions is an example of the best preventive action for this project?

- A. Hire a subject matter expert to train the project team how to install the materials.
- B. Purchase additional materials so in case the team wastes materials during their installation.
- C. Hire a subject matter expert to install the new materials.
- D. Create incentive by rewarding the project team if they don't waste the materials.

Correct Answer: A

In order to ensure that the installation of the new materials is successful in the project, you should hire a subject matter expert to train the project team how to install the materials. This is the best preventive action that you can take in case the project team has never worked on the material. Answer option C is incorrect as while this approach may work it's not the best corrective action as the project team isn't learning how to use the new materials. Answer option B is incorrect as this approach practically encourages the team to waste materials without training them how to install the materials properly. Answer option D is incorrect as the incentive program is flawed if the team doesn't understand how to install the new materials to begin with.

QUESTION 11

Which of the following individuals performs various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement?

- A. Seller
- B. Operations manager
- C. Functional manager
- D. Project manager



Correct Answer: C

The role of a functional manager is to perform various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement. He is assigned his own permanent staff to carry out the ongoing work. He should have a clear directive to manage all tasks within his functional area of responsibility. Answer option D is incorrect. A project manager is an expert in the field of project management. He is responsible for the entire project from inception to completion. The project manager leads the team and helps negotiate the multiple relationships within any project whether with clients, team members, firm principals or any variety of partners and functions as the hub of a project. Answer option A is incorrect. Seller is also known as a vendor, supplier or contractor. They are external company's elements that enter into a contractual agreement to provide components or services necessary for the project. Answer option B is incorrect. The role of operations manager is to perform various management roles in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance. The operations manager directly deals with constructing and maintaining the saleable products or services of the enterprise.

QUESTION 12

You are the project manager for your organization. You and the project team are developing the project schedule for your current project. This project management process will create four outputs. Which of the following is an output of the Develop Schedule process?

- A. Work performance information
- B. Schedule baseline
- C. Resource calendars
- D. Activity duration estimates

Correct Answer: B

The schedule baseline is the only output of the develop schedule process among these answers. The three other outputs of the Develop Schedule Process are: project schedule, schedule data, and project document updates.

Answer option D is incorrect. Activity duration estimates are an output of the Estimate Activity Duration process.

Answer option A is incorrect. Work performance information is an input of the Control Schedule process. Answer option C is incorrect. Resource calendars are an input to the Develop Schedule process.

QUESTION 13

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



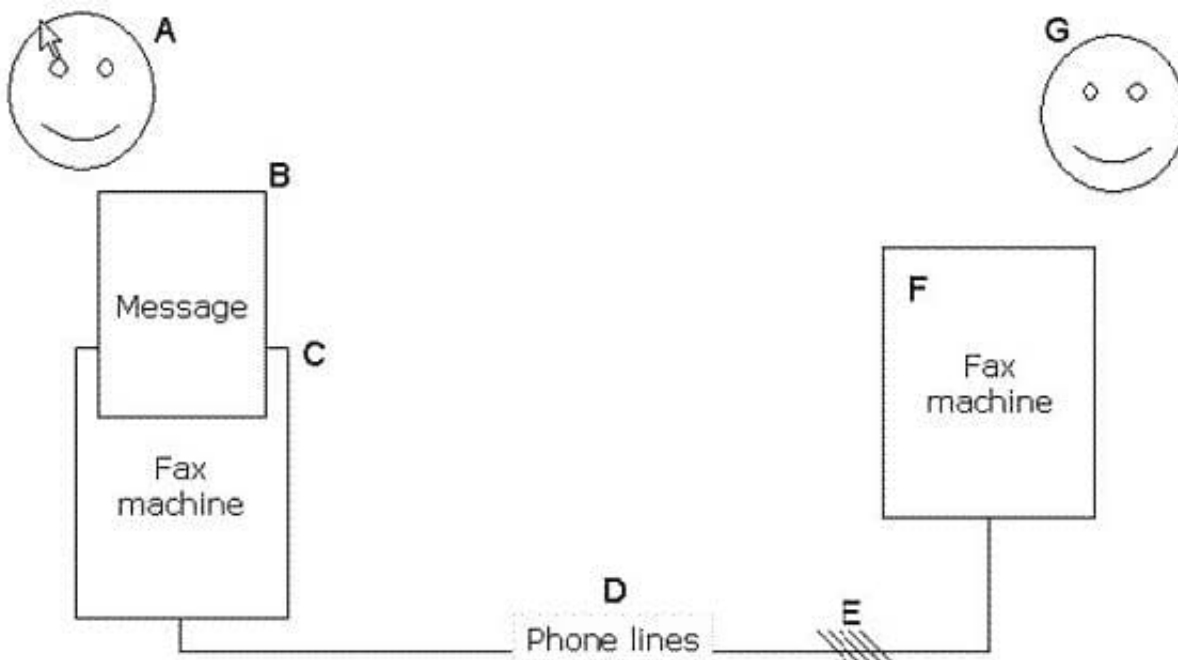
D. Slippage in the project quality

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.

QUESTION 14

The figure given below demonstrates the communication model for a project. What role does the component E play in the communications model?



- A. Static
- B. Deterrent
- C. Noise
- D. Barrier

Correct Answer: C

Noise is anything that disrupts the communication method such as static on the telephone line, distracting conversations, or misunderstandings.

Answer option A is incorrect. Static is an example of noise, but it is not part of the communication model. Answer option D is incorrect. A barrier to communication is when communication cannot happen under the present conditions.



Answer option B is incorrect. A deterrent is not a valid part of the communication model.

QUESTION 15

You work as a project manager for BlueWell Inc. Your project requires the project team to paint 1,500 hotel rooms. Your project team reports that it will take them approximately 4 hours to paint each hotel room. You reason, then, that it will take 6,000 hours to paint all of the hotel rooms. What type of an estimate are you creating in this scenario?

- A. Parametric estimate
- B. Definitive estimate
- C. Analogous estimate
- D. Bottom-up estimate

Correct Answer: A

This is an example of a parametric estimate. This estimate type uses a parameter, such as four hours of painting per hotel room, and multiplies this value across the total number of units, such as 1,500 rooms. 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 option C is incorrect. An analogous estimate type uses a similar project's duration as a basis for the current project's estimate duration.

Answer option B is incorrect. A definitive estimate type accounts for the duration or costs of each work package in the WBS.

Answer option D is incorrect. A bottom-up estimate, also known as a definitive estimate, accounts for the duration or costs of each work package in the WBS.

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