

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

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### QUESTION 1

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.

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### QUESTION 2

You are the project manager of the GHT Project. Ben, one of your project team members, does not understand the idea of a milestone. Which of the following best describes what a milestone is?

- A. A significant point in the project
- B. A goal of reaching a significant delivery of project benefits by an identified date
- C. An imposed date for the project to reach a given point
- D. The completion of a project activity that is crucial to project completion

Correct Answer: A

A milestone is simply a significant point or event in the project. It does not have to be assigned to a specific date, but is usually assigned to the completion of project phases. 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. In addition to signaling the completion of a key deliverable, a milestone may also signify an important decision or the derivation of a critical piece of information, which outlines or affects the future of a project. In this sense, a milestone not only signifies distance traveled (key stages in a project) but also indicates direction of travel since key decisions made at milestones may alter the route through the project plan. To create a milestone, enter 0 (zero) in the Duration field. The task will automatically be classified as a milestone. Answer option C is incorrect. This is a project constraint. Answer option B is incorrect. A project goal is an objective for time, cost, scope, and other metrics. Answer option D is incorrect. All activities must be completed in order to complete the project work. Activities that are not completed are quality issues that prevent the project from completing the project scope.

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### QUESTION 3

In the project time management knowledge area, there are six processes. According to the PMBOK, which project time knowledge area will have the majority of the effort?

- A. Estimate activity resources
- B. Define activities
- C. Control schedule
- D. Develop schedule

Correct Answer: C

Of all six processes, the control schedule process will take the majority of the time in the project time management knowledge area. Control schedule process is a method of monitoring the status of the project to update project progress and

deal with the changes to the schedule baseline. It is concerned with:

Determining the current status of the project Influencing the factors that create schedule changes Determining that the project schedule has changed Managing the actual changes as they occur Control schedule is a component of the

Perform Integration Change Control process. Answer options B, A, and D are incorrect. These processes will not take the longest to complete.

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#### QUESTION 4

Harry is the project manager of a large network installation project. This project requires Harry to add network cable to each office and cubicle of a 14-story office building. Harry will receive a bonus for good time and cost performance in this project. What law of economics would prevent Harry from exponentially adding labor to the project work in an effort to complete the work in a very small amount of time?

- A. Parkinson's Law
- B. Law of Diminishing Returns
- C. Law of Economics
- D. Moore's Law

Correct Answer: B

The law of diminishing returns state that the user cannot exponentially add labor to a project to reduce the amount of time required to complete the project work. In other words, Harry cannot keep doubling the workforce on this project to reduce the project duration down to just a few minutes. The law of diminishing returns state that "the user will get less and less output when he add additional doses of an input while holding other inputs fixed. In other words, the marginal product of each unit of input will decline as the amount of that input increases holding all other inputs constant." Diminishing returns mean that the extra labor causes output to fall, which means that the MPL is negative. In other words, the change in output per unit increase in labor is negative and total output is falling. Answer option C is incorrect. This is not a valid project management term. Answer option A is incorrect. Parkinson's Law states that work will expand to the amount of time allotted to it. Answer option D is incorrect. Moore's Law is based on Intel's Gordon Moore who stated that processor speeds generally double in power every 18 months.

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**QUESTION 5**

Which of the following is an output of the Develop Project Charter process?

- A. Enterprise environmental factors
- B. Contract
- C. Business case
- D. Project charter

Correct Answer: D

The Develop Project Charter process documents the formal authorization of a project or a phase. It also documents initial requirements that satisfy the stakeholder's needs and expectations. It is used to validate the decisions made during the previous iteration of the Develop Project Charter process. The various inputs of this process are as follows:

Project statement of work

Business case

Contract

Enterprise environmental factors

Organizational process assets

The output of the Develop project Charter process is as follows:

Project charter

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