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QUESTION 1

What is the formula to find the schedule performance index?

- A. EV-PV
- B. EV/AC
- C. EV/PV
- D. EV-AC

Correct Answer: C

The schedule performance index shows how well the project is performing on schedule. It is found by dividing the earned value by the planned value. 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 D is incorrect. EV-AC is the project's cost variance. Answer option B is incorrect. EV/AC is the project's cost performance index. Answer option A is incorrect. EV-PV is the project's schedule variance.

QUESTION 2

Holly is the project manager of the NDS project and she is 85 percent complete with her project though she should be 95 percent complete. Her project has a BAC of \$9,850,400 and she has spent \$8,011,221 to date. What is Holly's schedule variance for this project?

- A. \$163,626
- B. \$130,901
- C. -\$985,040
- D. 0.16

Correct Answer: C

The schedule variance for a project can be found by subtracting the planned value from the earned value. In this instance, it would be as follows: $SV = EV - PV = (0.85 * 9,850,400) - (0.95 * 9,850,400) = 8,372,840 - 9,357,880 = -985,040$ 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 B is incorrect. \$130,901 is the cost variance. Answer option A is incorrect. \$163,626 is the variance at completion for this project. Answer option D is incorrect. 0.16 is the difference between the schedule performance index of .84 and a perfect schedule.

QUESTION 3

Which of the following components of the change control system includes the documentation, tracking systems, and defined approval levels necessary for authorizing and controlling changes?

- A. Scope Verification
- B. Configuration Management System
- C. Project Management Information System
- D. Integrated Change Control

Correct Answer: B

The change management system comprises several components that guide the change request through the process. When a change request is made, it will affect the project scope. The Configuration Management System evaluates the change request, and documents the features and functions of the change on the project scope. What is Configuration Management System? Configuration Management System is a subsystem of the overall project management system. It is a collection of formal documented procedures used to identify and document the functional and physical characteristics of a product, result, service, or component of the project. It also controls any changes to such characteristics, and records and reports each change and its implementation status. It includes the documentation, tracking systems, and defined approval levels necessary for authorizing and controlling changes. Audits are performed as part of configuration management to determine if the requirements have been met. Answer option D is incorrect. Integrated Change Control, part of the change control system, does not document changes to the features and functions of the project scope. It evaluates the change's impact on eight knowledge areas: scope, time, cost, quality, human resources, communication, risk, and procurement. What is Perform Integrated Change Control? Perform Integrated Change Control is the process of reviewing all change requests, approving changes, and controlling changes to the deliverables and organizational process assets in a project. Perform Integrated Change Control has to do with influencing the things that cause change, determining that the change is required or has happened, and managing the change. Answer option A is incorrect. Verify scope is a process of formalizing acceptance of the completed project deliverables. It is an inspection-driven process the stakeholders will complete to inspect the project scope deliverables. It is typically performed at the end of the phase and at the end of the project. Answer option C is incorrect. The Project Management Information System (PMIS) is an information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes. It is used to support all aspects of the project from initiating through closing, and can include both manual and automated systems. It is the parent of the change control process. It is a system that includes all of the change control processes for scope, time, cost, and procurement. Configuration management is part of the PMIS.

QUESTION 4

You're a project manager and you've completed your project schedule. The schedule will take 18 months to complete the project work. Throughout the schedule there are instances that the project work will require the project team members to work more than fifty hours per week. If you must adhere to a maximum of 45 hours of project work per team member, per week, what will likely happen to your project schedule as it stands right now?

- A. Nothing, the 45 hours limit is a guideline.
- B. The project will take longer to complete.
- C. The project will take less time to complete.
- D. The project will require more resources.

Correct Answer: B

If a resource leveling heuristic, such as 45 hours maximum per time period, is enforced on the project, then the project

schedule will take longer to complete. What is resource leveling heuristics? Resource leveling heuristics is a prioritization method that allocates inadequate resources to critical path activities first. It is a schedule network analysis technique useful to a schedule that has already been analyzed by the critical path method. It is used when shared or critical essential resources are only available at certain times, in limited quantities, or to keep resource usage at a constant level. It is a technique that resolves resource conflicts by delaying tasks within their slack allowances. Resource leveling is the process in which project teams come across problems when developing their project schedules. If a company has multiple projects running simultaneously that require the same resources, then problems can arise. It can often cause the critical path method to change. Answer option A is incorrect. The 45-hour limit is a restriction on the project. Answer option C is incorrect. The project will not take less time to complete because the project team members won't be able to complete as much work in the same amount of time. Answer option D is incorrect. The project may require more resources if the project manager and management want the project to finish by a particular date. In this question, however, the focus is on what will happen to the project schedule, not the project staffing.

QUESTION 5

Which of the following characteristics of conflict and the conflict management process should be recognized by the project managers while handling conflict in a team environment? Each correct answer represents a complete solution. Choose all that apply.

- A. Conflict resolution should focus on issues, not personalities.
- B. Conflict is natural and forces a search for alternatives.
- C. Openness resolves conflict.
- D. Conflict is an individual issue.

Correct Answer: ABC

The characteristics of conflict and the conflict management process recognized by the project managers while handling conflict in a team environment are as follows: Conflict is natural and forces a search for alternatives. Openness resolves conflict. Conflict resolution should focus on issues, not personalities. Conflict is a team issue. Conflict resolution should focus on the present, not the past.

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