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QUESTION 1

The Define Activities process is the first process in the project time management knowledge area. The Define Activities process creates just three outputs as a result of decomposition, rolling wave planning, templates, and expert judgment. Which one of the following is not an output of the Define Activities process?

- A. Activity list
- B. Milestone list
- C. Activity attributes
- D. Project document updates

Correct Answer: D

Project document updates are not an output of the Define Activities process. Project document updates are the outputs for estimate activity resources. Project document updates include the following: Activity list Activity attributes Resource calendars Answer option A is incorrect. The activity list is an output of the define activities process. Answer option C is incorrect. The activity attributes is an output of the define activities process. Answer option B is incorrect. The milestone list is an output of the define activities process.

QUESTION 2

You are the project manager of the GHQ Project. You are working with your project team to create the project network diagram. You have created the PND and are identifying the critical path with your team using your project management information system. All of the activities on the critical path are showing in red in the software that you are using to evaluate the critical path. What are schedule activities on the critical path called?

- A. Critical activities
- B. Action items
- C. High alert activities
- D. Red rated activities

Correct Answer: A

Schedule activities on the critical path are called critical activities. Critical activity is a specific schedule activity on the critical path that takes place within a project schedule. Critical activities are mainly determined during the execution and deployment of the critical path method. In project management terms, critical activity refers to being on the major critical path, the most important path of life of an activity. Critical activity can also be defined as the work elements that must be carefully monitored, documented, and managed to make the success of an organization, program, or project. An activity that has a total float equal to zero is believed to be a "critical activity", which means if an interruption in the finish time of an activity occurs, then the entire project will be delayed by the same amount of time. A critical activity generally has free float equal to zero. Answer options D, C, and B are incorrect. These are not valid answers for this question.

QUESTION 3

What schedule analysis simulation tool allows you, the project manager, to review possible combinations of events such

as optimistic, most likely and pessimistic outcomes for your project?

- A. PERT
- B. Monte Carlo
- C. PMIS
- D. GERT

Correct Answer: B

The Monte Carlo simulation tool allows a project manager to explore "what-if" analysis for the project schedule and possible combinations of events in the project. Monte Carlo simulation is a process for iteratively evaluating a deterministic form using sets of random numbers as inputs. This method is repeatedly used when the model is complex, nonlinear, or involves more than just a couple of vague parameters. Monte Carlo simulation is named after the city in Monaco, where the major attractions are casinos that have games of chance. Gambling games, such as roulette, dice, and slot machines, exhibit random behavior. This technique works particularly well when the process is one where the underlying probabilities are known but the results are more difficult to determine. It is a process that generates hundreds or thousands of probable performance outcomes based on probability distribution for cost and schedule on individual tasks. The outcomes are then used to generate a probability distribution for the project as a whole. Answer option D is incorrect. GERT is the Graphical Evaluation Review Technique and is a visual mapping of the project work including branches and loop backs within the project. Answer option A is incorrect. PERT is the Program Evaluation and Review Technique and is used for project scheduling and time estimating. Answer option C is incorrect. PMIS is a project management information system, such as Microsoft Project, and often includes what-if analysis tools, but it's not the best answer for this question.

QUESTION 4

You are the project manager of a project that has a budget of \$675,000 and you have completed 40 percent of the project work. Your project is supposed to be 60 percent complete but you are actually only 40 percent complete. Due to some errors, however, you have actually spent \$335,000 of the budget. Management wants to know what the project's cost performance index (CPI) is. What value do you report?

- A. -\$135,000
- B. .67
- C. .81
- D. -\$65,000

Correct Answer: C

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. In this instances it is \$270,000 divided by \$335,000 for a CPI of .81. Answer option B is incorrect. .67 is actually the schedule performance index. Answer option D is incorrect. -\$65,000 is the cost variance for the project. Answer option A is incorrect. -\$135,000 is the schedule variance of the project.

QUESTION 5

Kelly is the project manager of her organization. She is reviewing the project network diagram to confirm that the resource she has identified is available to complete the project assignments without conflicting with other activities in the project node. The availability of resources will help Kelly determine the final finish date for the project. What scheduling technique is Kelly using?

- A. Critical Chain method
- B. Resource utilization
- C. Critical Path method
- D. Resource leveling heuristics

Correct Answer: A

The Critical Chain method examines the availability of project resources to determine when the resource may be utilized without conflicting with other activities. The Critical Chain method is a project management technique in which schedule network analysis is used for the purpose of modifying and determining a set of project schedules to account for more inadequate than estimated project financial resources. This method tends to keep the resources levelly loaded, but requires the resources to be flexible in their start times and to quickly switch between tasks and task chains to keep the whole project on schedule. In the Critical Chain method, projects are completed more rapidly and with better scheduling consistency. Answer option C is incorrect. The Critical Path method examines the duration of the critical path to determine the finish date for the project. It does not consider when project activities are available. Answer option B is incorrect. Resource utilization simply means that the resource is scheduled for work. Answer option D is incorrect. A resource leveling heuristic is a guideline, such as a maximum of 35 hours per week, per resource. It is a rule that usually signals the maximum amount of hours a resource may be utilized on the project.

QUESTION 6

Beth is the project manager for her organization. Her current project has many deliverables that have been defined at a high level, but the details of the deliverables are still unknown. In her project, Beth is planning in detail only the activities that are most imminent in the project work. This approach to project management planning is known as what?

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

Correct Answer: B

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

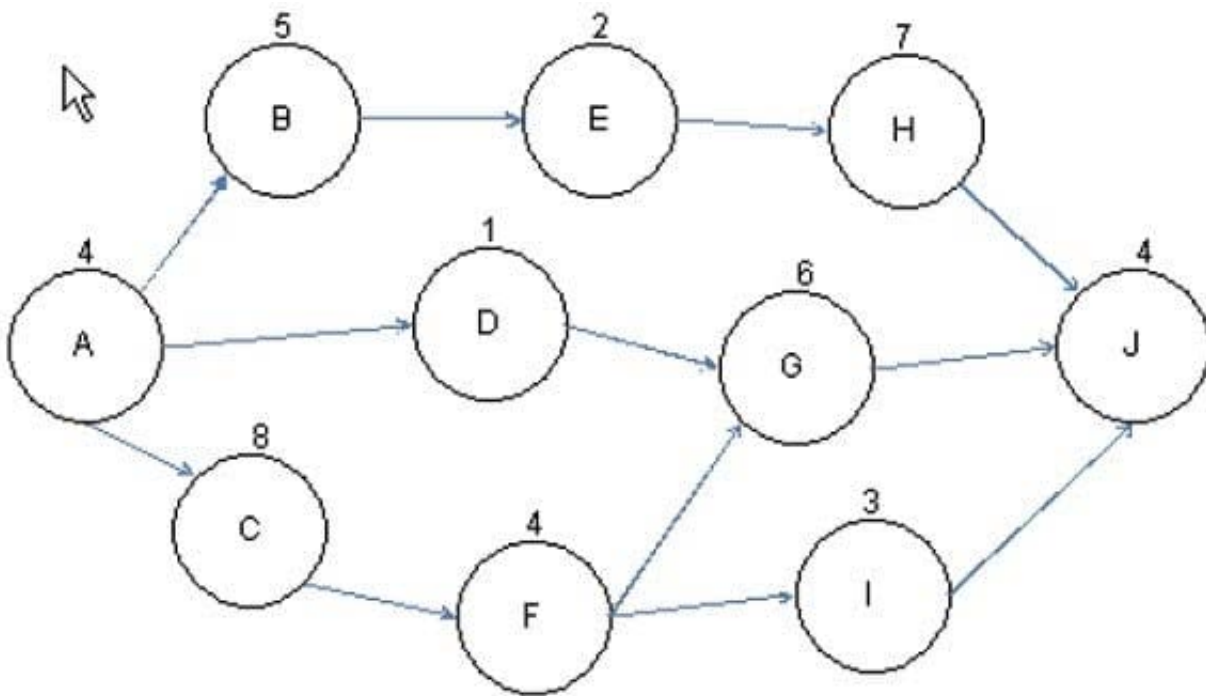
in detail as work is being completed during the current period.

Answer option D is incorrect. Decomposition is the process of breaking down work packages into the activity list.

Answer options A and C are incorrect. These are not valid project management terms.

QUESTION 7

You are the project manager of the GHQ Project. You have to prioritize activities for the effective management of project. For this, you have created a network diagram to schedule a set of project activities as shown in the figure:



Based on this figure, what is the critical path of this project?

- A. ABEHJ
- B. ACFIJ
- C. ADGJ
- D. ACFGJ

Correct Answer: D

The activity nodes of path ACFGJ equals 26 days and is the longest path to completion - it is the critical path. $ACFGJ = A(4) + C(8) + F(4) + G(6) + J(4) = 26$ What is a critical path? A critical path is the sequence of project activities, which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or noncritical path. These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources). Answer option A is incorrect. ABEHJ takes only 22 days to complete; it is not the critical path. $ABEHJ = A(4) + B(5) + E(2) + H(7) + J(4) = 22$ Answer option C is incorrect. ADGJ takes only 15 days to complete; it is not the critical path. $ADGJ = A(4) + D(1) + G(6) + J(4) = 15$ Answer option B is incorrect. ACFIJ takes only 23 days to complete; it is not the critical

path. $ACFIJ=A(4)+C(8)+F(4)+I(3)+J(4)=23$

QUESTION 8

You have been hired as a contract project manager for Tech Perfect Inc. The project has already been started. Sufficient details of the project have already been structured. You are working with your team for cost estimation of the project. Which of the following estimating techniques will you use for the highest degree of accuracy?

- A. Parametric modeling
- B. Analogous
- C. Top-down
- D. Bottom-up

Correct Answer: D

According to the question, you have to use the estimating technique that has a higher degree of accuracy. The most accurate estimating technique is bottom-up estimating. What is bottom-up estimating? Bottom-up is a cost estimating technique that involves estimating the cost of individual work packages or schedule activities with the lowest level of detail. The detailed cost is rolled up (or summarized) to higher levels for total project estimates. This summarized data is very useful for reporting and tracking purposes. Bottom-up estimating provides a higher degree of accuracy, provided the estimates at the work package level are accurate. Answer options C, A, and B are incorrect. Parametric modeling and analogous estimating techniques use top-down estimation model. These are less accurate than the bottom-up estimation. What is analogous estimating? Analogous is an estimating technique that uses the values of parameter, such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous, similar activity as the basis for estimation of the same parameter for a future activity. It is a top-down estimating technique and is a form of expert judgment. It provides a lower degree of accuracy than other estimating techniques. This technique is primarily used when there is a limited amount of detailed information about the project or program. What is parametric modeling? Parametric modeling is an estimating technique that uses parameters, or project characteristics, to forecast project costs. It involves a top-down approach and is similar but more accurate than analogous estimating. It uses historical data and other variables to calculate an estimate for activity parameters, such as scope, cost, budget, and duration.

QUESTION 9

Paula works as a project manager for her organization. She is working with the project team to define the activity attributes. Which of the following is NOT a valid activity attribute?

- A. Activity Name
- B. Activity ID
- C. Risk event
- D. WBS ID

Correct Answer: C

Risk events are not associated with the activity attributes, but are recorded in the project risk register. Risk events are the distinct and particular occurrence that negatively affects a decision or a plan. Activity attributes are an output of the Define Activity process. These attributes refer to the multiple components that frame up an activity. The components for

each activity during the early stages of the project are the Activity ID, WBS ID, and Activity name. At the later stages, the activity attributes include Activity codes, Predecessor activity, activity description, logical relationship, successor activity, leads and lags, imposed dates, and constraints and assumptions. Activity attributes are used for schedule development and for ordering, selecting, and sorting the planned schedule activities in a number of ways within reports.

QUESTION 10

You are the project manager of the GHE Project. You have identified the following risks with the characteristics as shown in the following figure: How much capital should the project set aside for the risk contingency reserve?

- A. \$142,000
- B. \$232,000
- C. \$41,750
- D. \$23,750

Correct Answer: D

Contingency reserves are estimated costs to be used at the discretion of the project manager to deal with anticipated, but not certain, events. These events are "known unknowns" and are part of the project scope and cost baselines. The contingency reserve is calculated by multiplying the probability and the impact for the risk event value for each risk event. The sum of the risk events equals the contingency reserve for the project. Note that Risk D is a positive risk amount. Answer option C is incorrect. This value is the sum of the risk events if you did not include Risk D as a positive risk value. Answer option A is incorrect. This is a sum of the risk event. Answer option B is incorrect. This is a sum of the risk events without including Risk D as a positive risk event.

QUESTION 11

You are the project manager for the NQQ Project for your organization. You and the project team are creating the activity list for the NQQ Project. You have instructed the project team members that they should include an activity identifier

and a scope of work description for each activity in the activity list.

Why is this information needed?

- A. To track the work to the project requirements
- B. To maintain profit and loss statements for the project
- C. To help the project team understand what work is required to be completed
- D. To communicate the work to be completed to the project stakeholders

Correct Answer: C

The primary reason for including the activity identifier and the scope of work description for each activity is to ensure the project team understands what work is required to be completed. Answer option B is incorrect. Profit and loss statements

are not required for all projects and they are linked to actual performance against a project baseline. Answer option D is

incorrect. Communicating to the stakeholders is always a good idea, but stakeholders would not usually need to know the

activity details. Their focus is on project benefits and deliverables.

Answer option A is incorrect. A requirements traceability matrix is the tool to link requirements to project deliverables.

QUESTION 12

You are the project manager of the HQQ Project. Your project is running late by ten percent of where you should be at this time. Management is concerned and they'd like to know what is your schedule performance index. Considering that the project has a BAC of \$567,899, you are thirty percent complete, and you have spent \$179,450, what is the SPI for this project?

- A. \$227,140
- B. 0.75
- C. 0.95
- D. -\$56,789

Correct Answer: B

The schedule performance index is found by dividing the earned value by the planned value. In this instance, the planned value is ten percent more than where the project is forty percent of the budget at completion. 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 C is incorrect. 0.95 is the project's cost performance index. Answer options A and D are incorrect. An index is a decimal value.

QUESTION 13

Allen is the project manager for his organization. He is reviewing the resource requirements for his organization. He has discovered that his project needs Henry, the application developer, for two months, but Henry has a conflict and is already scheduled with another project manager in the organization. This is an example of which of the following?

- A. Resource competition
- B. Matrix organization
- C. Resource requirement
- D. Resource constraint

Correct Answer: D

Because this project needs the specific resource of Henry, the application developer, and Henry is not available, it is considered as a resource constraint. Recall that a constraint is anything that limits the project manager's option.

Answer option C is incorrect. A resource requirement is simply the need for an application developer. Answer option B is

incorrect. This is likely a matrix organization, but it is not the best answer for this question.

Answer option A is incorrect. While there may be some competition for skilled resources, such as Henry, the application developer, it is not the best answer for this question.

QUESTION 14

Which of the following are the outputs to the Determine Budget process? Each correct answer represents a complete solution. Choose all that apply.

- A. Project document updates
- B. Scope baseline
- C. Cost performance baseline
- D. Project funding requirements

Correct Answer: ACD

The outputs to the determine budget process are as follows: Cost performance baseline: The cost performance baseline is an authorized time-phased budget at completion. Project funding requirements:

The project funding requirements are determined from total funding requirements and periodic funding requirements. Project document updates: The project document updates consists of risk register, cost estimates and project schedule.

Answer option B is incorrect. Scope baseline is an input to the determine budget process.

QUESTION 15

John is the project manager for his organization. Management has asked John to fast track his project in order to reach a particular date for the project completion. When John fast tracks the project what project management component must be updated to reflect this decision? Choose the best answer.

- A. Organizational process assets
- B. Cost management plan
- C. Resource calendars
- D. Risk register

Correct Answer: D

Fast tracking allows phases of the project to overlap and increases risk for the project. When new risks are introduced into the project they should be recorded in the risk register. Risk register is a document that contains the results of the

qualitative risk analysis, quantitative risk analysis, and risk response planning. Description, category, cause, probability of occurring, impact on objectives, proposed responses, owner, and the current status of all identified risks are put in the

risk register. Answer option B is incorrect. The costs do not change because of the new fast tracking requirement. Answer option C is incorrect. Resource calendars show the availability of project resources. Answer option A is

incorrect.

Organizational process assets are updated as a result of updating the risk register when you consider that the risk register will become part of the organizational process assets.

However, this is not the best answer for this question.

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