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QUESTION & ANSWER

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Exam : **PMI-SP**

Title : PMI Scheduling Professional

Version : Demo

1.CORRECT TEXT
Fill in the blank with the appropriate word. When activities are logically linked, they become the _____
Answer: Schedule.

2.Once the project's WBS has been created what process may happen next?
A. Estimate activity resources
B. Define activities
C. Estimate activity durations
D. Sequence activities
Answer: B

3.Which of the following scheduling techniques identifies the successor activities and the predecessor activities to assist the project manager in sequencing the project work?
A. Precedence Diagramming Method
B. Schedule network template
C. Dependency determination
D. Activity on the Node
Answer: A

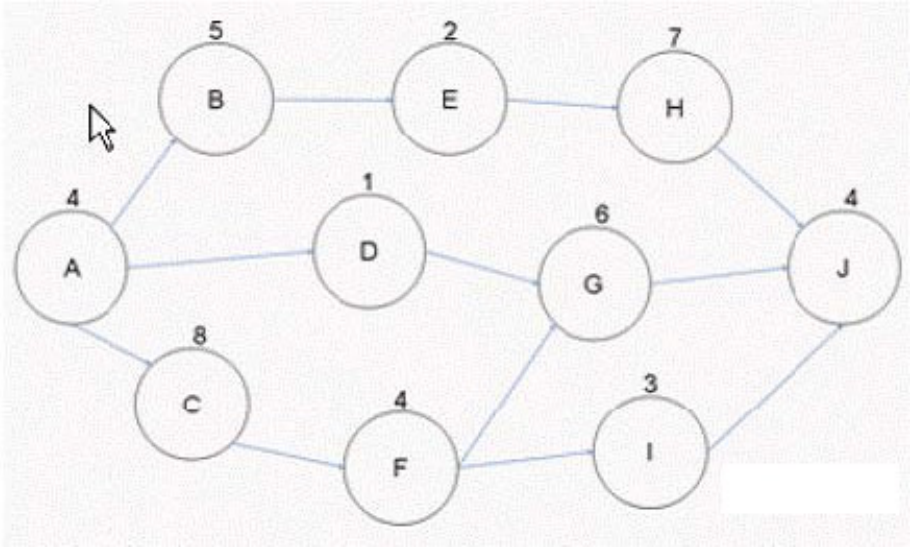
4.You are the project manager of the NHGQ project for your company. You must create and distribute performance reports every week to your key project stakeholders. What communication technique do you normally use to distribute reports?
A. Push technique
B. Many-to-many
C. One-to-one
D. Pull technique
Answer: A

5.Your project team is executing the project plan and things are going well. Your team has reached its first milestone and is now in the second phase of the project. The project stakeholders have requested that you find a method to reduce the duration of the project. They will reward you and your project team with a 25 percent bonus of the project costs if you can finish the project thirty days earlier than what was already planned. The stakeholders, however, will not approve any additional labor costs as part of the agreement. Which approach could you use to shorten the duration of the project?
A. Perform resource leveling for the project.
B. Crash the project schedule.
C. Fast track the project.
D. Remove things from the project scope.
Answer: C

6.The Define Activities process is the first process in the project time management knowledge are a. 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
Answer: D

7. Examine the figure given below:



If Activity B takes eight days to complete instead of five days as schedule, how long can you now delay Activity H?
A. Three days
B. One day
C. Four days
D. Zero days
Answer: B

8.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
Answer: A

9.You are the project manager of the GHY Project. Management wants you to create a process improvement plan for your project. Your project will be studied by management and will become a standard for all future organizational projects based on your project's performance, approach, and implementation of project processes. All of the following should be included in your project's process improvement plan except for which one?
A. Process boundaries

B. Process configuration
C. Targets for improved performance
D. Identification of project risks
Answer: D

10.George is the project manager of the NHQ Project and has a budget of $778,000. The project is scheduled to last for one year with an equal amount of work completed each quarter. The second quarter of the project has ended and George has spent $325,000 but has only finished forty percent of the project. Management needs a variance report for the project schedule. What value should George report in this instance?
A. .96
B. -$77,800
C. $-34,500
D. -$13,800
Answer: B

11.You are the project manager of the NHQ Project. Management has set a conformance to the project schedule for your project at 0.95. What does this term mean?
A. It means the largest schedule variance you can have is five percent.
B. It is the earned value divided by the planned value for your project.
C. It is the expectation of management to be 95 on schedule at 95 percent of the project.
D. It means you will need to earn at least 95 cents per dollar invested in the project.
Answer: A

12.Which one of the following estimate types is a form of expert judgment?
A. Parametric estimate
B. Analogous estimate
C. Bottom-up estimate
D. Definitive estimate
Answer: B

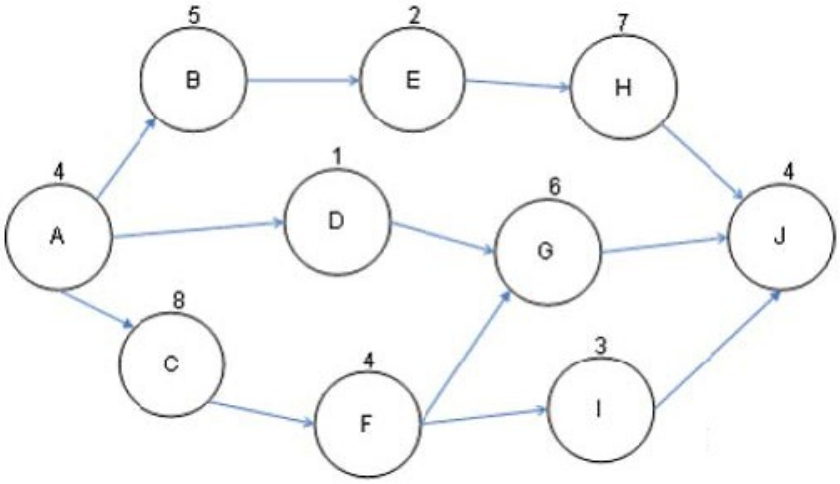
13.You are the project manager of the NHA Project. This project is expected to last one year with quarterly milestones throughout the year. Your project is supposed to be at the third milestone today but you're likely only 60 percent complete. Your project has a BAC of $745,000 and you've spent $440,000 of the budget-to-date. What is your schedule performance index for this project?
A. 80
B. 1.02
C. 102
D. 0.80
Answer: D

14.CORRECT TEXT
Fill in the blank with an appropriate phrase.
The _____ includes a description of any collateral services required, such as performancereporting

or post-project operational support for the procured item.
Answer: procurement SOW

15.Mark is the project manager of the GHQ Project. He is happily reporting that his project has a schedule performance index of 2.12. Management, however, does not think this is good news.
What is the most likely reason why management does not like an SPI of 2.12?
A. It is not good news because a larger number means the schedule duration estimates were likely to be wrong to begin with.
B. They likely do not understand the SPI formula.
C. It is not good news, as the number should be closer to 100 than 0.
D. It is good news, but Mark may have large cost variances to achieve this value.
Answer: A

16.You are the project manager of the BHG Project. You are creating a network diagram as shown in the figure:



Mary, a project team member, reports that an identified risk is likely to happen in the project that will affect the completion date of Activity D . She reports that the risk event will likely cause the duration of the activity to increase by six days. If this happens what is the earliest the project can complete?
A. 32 days
B. 29 days
C. 27 days
D. 26 days
Answer: D

17.Sam is the project manager of the NQQ project. He and the project team have completed the stakeholder identification process for his project. What is the main output of the identify stakeholders process?
A. Communications management plan
B. Stakeholder register
C. Requirements
D. Stakeholder management strategy
Answer: B

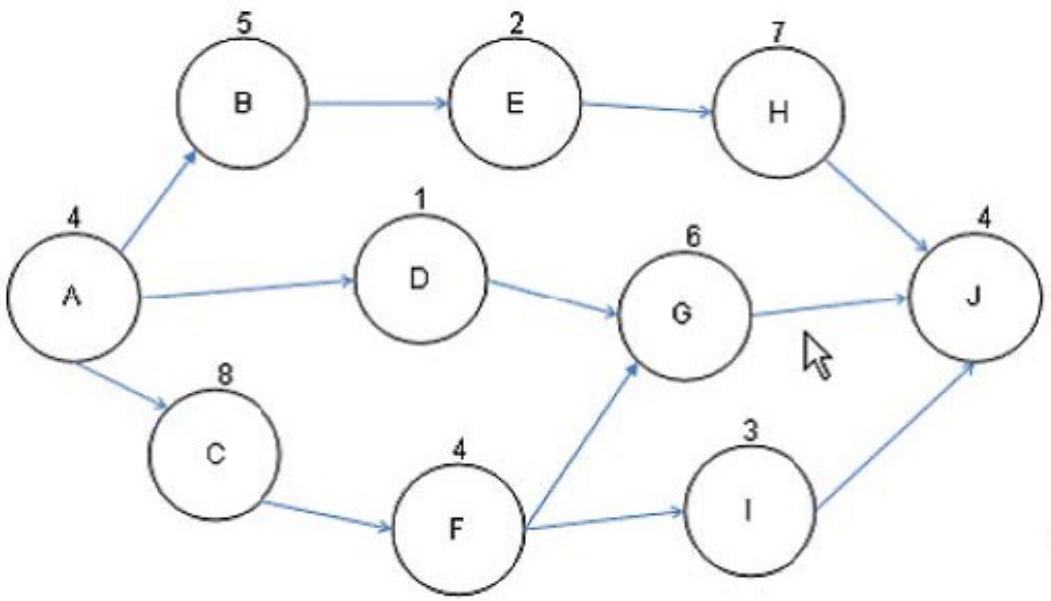
18.You work as a project manager for BlueWell Inc. Management has asked you not to communicate performance unless the CPI is less than 0.96 or the SPI dips below 0.98. What type of report would you create for management, if these instances develop in your project?
A. Cost variance report
B. Exceptions report
C. Performance management report
D. Schedule variance report
Answer: B

19.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. Considering that the project has a BAC of $567,899, you are thirty percent complete, and you have spent $179,450. What is this project's to-complete performance index based on the current BAC?
A. 1.02
B. 0.010
C. 0.75
D. 0.95
Answer: A

20.Andy works as the project manager for Bluewell Inc. He is developing the schedule for the project. There are eight tools and techniques that a project manager can use to develop the project schedule. Which of the following is a tool and technique for the Schedule Development process?
A. Schedule compression
B. Reserve analysis
C. Variance analysis
D. Expert judgment
Answer: A

21.You are the project manager for your organization. You have recorded the following duration estimates for an activity in your project: optimistic 20, most likely 45, pessimistic 90. What time will you record for this activity?
A. 48
B. 20o, 45m, 90p
C. 90
D. 45
Answer: A

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



You are concerned about a risk on Activity G that if it happens will delay the project by four days.
You would like to utilize float for Activity G. How much float is available for Activity G to help offset the risk event?
A. Five days
B. Four days
C. Eleven days
D. Zero
Answer: D

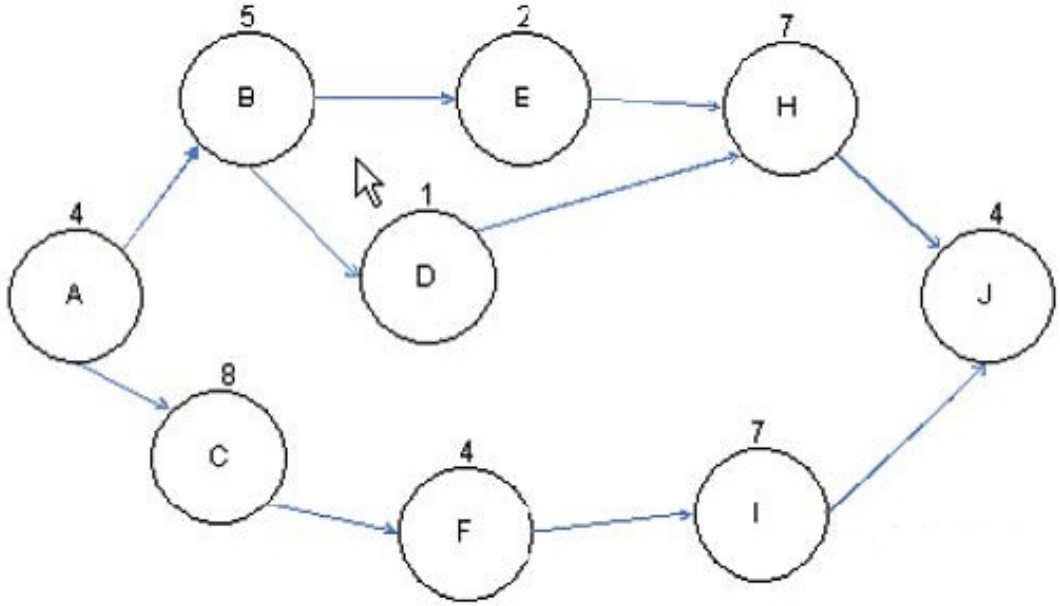
23.Beth is the project manager for her organization. Her current project has many deliverables that have been defined at a high level, but the details of the deliverables are still unknown. In her project, Beth is planning in detail only the activities that are most imminent in the project work. This approach to project management planning is known as what?
A. Imminent activity management
B. Rolling wave planning
C. Predecessor-only diagramming
D. Decomposition
Answer: B

24.Gina is the project manager for her organization and she is working with her project team to define the project activities. In this project, the stakeholders are sensitive to the project completion date,
so Gina is stressing to her project team members that while they need to provide and account for all of the project activities, they should focus on one work package in the WBS at a time. In order to start the decomposition of the project work packages into activities, Gina will need all of the following except for which one?
A. Scope baseline
B. Organizational process assets
C. WBS
D. Enterprise environmental factors

Answer: C

25.You have created the project network diagram for the ABC project. You are exploring total float and free float for that project. Martin, a project team member, wants to know the difference between total float and free float. What is the difference between total float and free float?
A. Total float is the amount of time an activity can be delayed without delaying any project successors, whereas free float is the amount of time an activity can be delayed without delaying the project completion date.
B. Total float is the amount of time an activity can be delayed without delaying the project completiondate, whereas free float is the amount of time an activity can be delayed without delaying any project successors.
C. Total float is the amount of time an activity can be delayed without delaying the project completiondate, whereas free float is the amount of time an activity can be delayed without delaying any project predecessors.
D. Total float is the amount of time a non-critical activity can be delayed without delaying any project successors, whereas free float is the amount of time an activity can be delayed without delaying the project completion date.
Answer: B

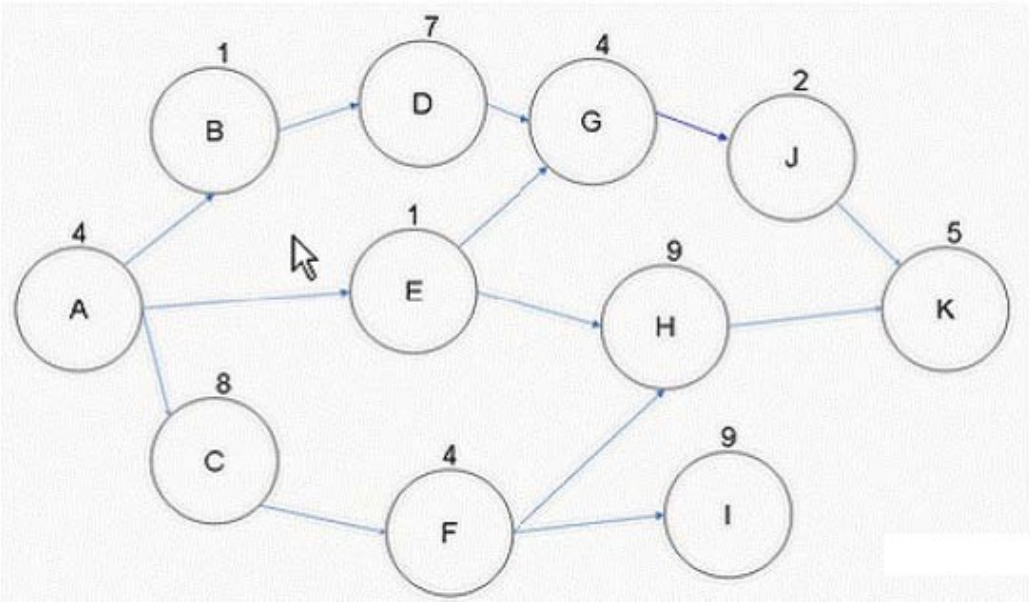
26.John works as a project manager of the NHQ Project. He has created the project network diagram as shown in the figure:



Based on the project network diagram, how much float is available for Activity H if Activity B is delayed by four days and Activity E is delayed by two days?
A. Zero
B. One
C. Four
D. Five
Answer: A

27.Ben is the project manager for his organization. His project has 26 stakeholders this week and will have five additional stakeholders next week. How many more communication channels will Ben's project have next week?
A. 140
B. 10
C. 325
D. 5
Answer: A

28.You are the project manager for your company. You are working with the activities defined in the figure below.



What will happen to your project if Activity F takes five additional days to complete than what was expected?
A. Your project's critical path will shift to ACFI.
B. Your project will be late by five days.
C. Your project can still complete on time as float is available onActivity I.
D. Your project will now have two critical paths.
Answer: B

29.You are the project manager for your organization. You need the oak cabinets for your project delivered by December 1 in order to install the floors around the oak cabinets by December 15.
Your company's procurement office generally takes 45 days to complete procurement orders. Based on this information, how should you schedule the lead time for the cabinet delivery?
A. Cabinet procurement December 1, plus 45 days lead time
B. Cabinet procurement November 15
C. Cabinet procurement December 1, minus 45 dayslead time
D. Cabinet procurement December 15 minus 45 dayslead time
Answer: C

30.Your project has a BAC of $750,000 and is 75 percent complete. According to your plan, however, your project should actually be 80 percent complete. You have spent $575,000 of your project budget to reach this point and you are worried about the project not being able to complete based on your current project budget. What is the to-complete performance index for this project?
A. 0.98
B. -$16,677
C. 1.07
D. 0.94
Answer: C