

PMI-SP^{Q&As}

PMI Scheduling Professional

Pass PMI PMI-SP Exam with 100% Guarantee

Free Download Real Questions & Answers **PDF** and **VCE** file from:

<https://www.certbus.com/pmi-sp.html>

100% Passing Guarantee
100% Money Back Assurance

Following Questions and Answers are all new published by PMI Official Exam Center

-  **Instant Download** After Purchase
-  **100% Money Back** Guarantee
-  **365 Days** Free Update
-  **800,000+** Satisfied Customers



QUESTION 1

You work as a Project Manager for Tech Perfect Inc. You are looking for performance efficiencies of a project. The related key values are provided in the table below:

| Measurements | Values |
|--------------|--------|
| BCWP (or EV) | 320 |
| BCWS (or PV) | 310 |
| ACWP (or AC) | 400 |

What will be the cost variance (CV) of the project at the current point of time?

- A. +80
- B. -80
- C. -10
- D. +10

Correct Answer: B

According to the question, you are required to calculate the cost performance index (CPI) of the project. Cost variance (CV) is a measure of cost performance on a project. The variance notifies if costs are higher than budgeted or lower than budgeted. The cost variance is calculated based on the following formula: $CV = \text{Earned Value (EV)} - \text{Actual Cost (AC)}$ A positive value means that spending is less than budgeted, whereas a negative value indicates that costs are higher than originally planned for the project. Now, putting the provided values in the formula: $CV = EV - AC = 320 - 400 = -80$ As the value of CV (which is -80) is negative, it shows that the costs are higher than that have been planned for the project. What is BCWP (or EV)? Budgeted cost of work performed (BCWP) or Earned Value (EV) is the value of completed work. It is the budgeted amount for the work actually completed on the schedule activity during a given time period. What is BCWS (or PV)? Budgeted Cost of Work Scheduled (BCWS) or Planned Value (PV) is the authorized budget assigned to the scheduled work to be accomplished for a schedule activity or Work Breakdown Structure (WBS) component. What is ACWP (or AC)? Actual cost of work performed (ACWP) or Actual Cost (AC) is the total costs actually incurred and recorded in accomplishing work performed during a given time period for a schedule activity. It is the cost of the work to date, including direct and indirect costs. AC is money that has actually been expended to date.

QUESTION 2

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

Correct Answer: A

Performance reports are distributed through the push technique. This means that the project manager distributes the reports regularly through a mechanism, such as email. Answer option C is incorrect. One-to-one technique describes a conversation between two people. Answer option B is incorrect. Many-to-many technique describes a conversation between many people. Answer option D is incorrect. A pull technique describes the recipients of the report "pulling" the information, such as from a Website.

QUESTION 3

Which of the following documents captures and defines the work activities, deliverables, and a timeline that a vendor will execute against in performance of work for a customer?

- A. Project charter
- B. Scope of statement
- C. SOW
- D. WBS

Correct Answer: C

A statement of work (SOW) is a document that captures and defines the work activities, deliverables and timeline that a vendor will execute against in performance of work for a customer. Detailed requirements and pricing are usually specified in it, along with many other terms and conditions. SOW is a narrative description of products or services to be supplied by the project. For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements. For external projects, the statement of work can be received from the customer as part of a bid document. Answer option B is incorrect. Scope of statement gives the narrative description of the project scope. Answer option A is incorrect. Project charter is a document that formally authorizes a project manager to work on a project. Answer option D is incorrect. WBS is a tool that defines a project and groups the project discrete work in a way that helps organize and define the total work scope.

QUESTION 4

Which of the following documents is a narrative description of products or services to be supplied by the project and has detailed requirements and pricing specified on it?

- A. Scope of statement
- B. Project charter
- C. Statement of work (SOW)
- D. WBS

Correct Answer: C

A statement of work (SOW) is a document that captures and defines the work activities, deliverables and timeline that a vendor will execute against in performance of work for a customer. Detailed requirements and pricing are usually specified in it, along with many other terms and conditions. SOW is a narrative description of products or services to be supplied by the project. For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements. For external projects, the statement of work can be received from the

customer as part of a bid document. Answer option A is incorrect. Scope of statement gives the narrative description of the project scope. Answer option B is incorrect. Project charter is a document that formally authorizes a project manager to work on a project. Answer option D is incorrect. WBS is a tool that defines a project and groups the project discrete work in a way that helps organize and define the total work scope.

QUESTION 5

You are the project manager for your organization. You want to record some details about the work that the project team has to complete. You want to document the level of effort, where the work is to be performed, and the person who will be responsible for completing the work. Which of the following is the best place to document this information?

- A. Activity attributes
- B. Project management plan
- C. Schedule Management Plan
- D. Roles and Responsibilities Matrix

Correct Answer: A

The activity attributes initially include the Activity ID, WBS ID, and the Activity Name, but it can evolve over time to include other components about the work. 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. Answer option B is incorrect. A project management plan is a formal document that defines how the project is being monitored, controlled, and executed. It is not the best answer. Answer option D is incorrect. The roles and responsibilities matrix records the work and the person to record the work, but does not offer additional information such as locale for the work, level of effort, and other information. Answer option C is incorrect. The Schedule Management Plan defines how the schedule will be created, executed, and controlled.

QUESTION 6

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 7

You have a project to install 45,900 emergency exit signs throughout a university campus. You have a crew of 45 project team members to install the signs and they are making good progress on the installation but it looks like they will miss the promised end date. Your project requires all of the signs to be installed one week before classes are scheduled to begin. You elect to crash the project in an effort to shorten the installation duration activity. What does it mean to crash the project?

- A. Increase the working hours.
- B. Level the project schedule.
- C. Add more workers.
- D. Reduce the project scope.

Correct Answer: C

Crashing adds more workers to the project team. Crashing allows the project to complete faster because there are more people helping with the project work.

Answer option D is incorrect. Reducing the project scope is called descoping or project scope changes. Answer option A is incorrect. Crashing does not consider the working hours. Answer option B is incorrect. Resource leveling actually increases the project duration.

QUESTION 8

You are the project manager for your organization. You have been recording the actual results of activity duration for your project. Many of the results are late and this is causing your project to be late on reaching its milestones. What tool and technique can you use as a part of controlling the schedule to help you review various scenarios to bring the schedule into alignment with the plan?

- A. What-if scenario analysis
- B. Root cause analysis
- C. Schedule analysis
- D. Resource leveling

Correct Answer: A

Of all the choices, the what-if scenario analysis allows you to determine the best approach to bring the schedule back

into alignment with the project plan. What-if scenario analysis explains the analysis of the question "What if the situation represented by scenario 'X' happens?". This What-If Scenario Analysis shortly named as WIS

A. A schedule network analysis is performed using the schedule to compute the different scenarios, such as extending specific engineering durations, or delaying a major component delivery. Businesses use what-if scenarios to determine the

effect different costs or investments have on profit and other financial indicators.

Answer option D is incorrect. Resource leveling can cause your project's duration to increase. Answer option C is incorrect. Schedule analysis is the review of the schedule, but does not examine other possibilities for completing the project

work.

Answer option B is incorrect. Root cause analysis could help you determine the reasons why the project is running late, but it is not the best choice for this question as it is not a control schedule process tool and technique.

QUESTION 9

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 10

John is the project manager for his organization. He has created a status dashboard for his stakeholders. What is a status dashboard?

- A. It is a report that details the current status of risks and issues.
- B. It is a software application that allows stakeholders to view the project manager's performance.
- C. It is a web-based tool to inspect the project deliverables for performance.
- D. It is a report that reflects the overall performance of scope, schedule, quality, cost, or other project performance metrics.

Correct Answer: D

Of all the choices, the best is that a dashboard is a report for quick review of the project's performance metrics. While there are some software solutions, they still focus on the key performance criteria of the project.

Answer option C is incorrect. This answer defines the definition of quality control, not the dashboard's review of project performance.

Answer option B is incorrect. Dashboards focus on the performance of the project's key performance factors, not the project manager.

Answer option A is incorrect. A status report could include the details of the project's risks and issues, but usually not the dashboard.

QUESTION 11

You work as a Project Manager for Tech Perfect Inc. Several projects are running under your supervision. Martha, a team leader of a project, informs you about the performance indexes of her project. The schedule performance index (SPI) of her project is 0.835. What does this figure indicate?

- A. The schedule performance is right on target.
- B. The schedule performance is better than expected.
- C. The cost performance is better than expected.
- D. The schedule performance is below expectation.

Correct Answer: D

According to the question, the SPI of Martha's project is 0.835. This figure is less than 1. Hence, it shows that the schedule performance is below expectation. What is SPI? 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 options B and A are incorrect. An SPI value of 1 or above indicates that the schedule performance is either right on target or better than expected. Answer option C is incorrect. SPI has nothing to do with cost performance.

QUESTION 12

Bonnie is the project manager for her organization. She is developing a strategy to manage the project stakeholders. She wants to identify the key stakeholders, their influence over the project, their interest in project, and an assessment of methods. What can Bonnie create to gain support from the stakeholders in her project?

- A. Stakeholder identification tools
- B. Expert judgment
- C. Stakeholder Analysis Matrix
- D. Communications management plan

Correct Answer: C

A stakeholder analysis matrix is a simple table that identifies stakeholders, their attitude towards the project, their perceived threats and concerns, and strategies the project manager can use to gain stakeholder support and remove obstacles. Answer option A is incorrect. Stakeholder identification tools are not a precise answer for this question. Answer option D is incorrect. The communications management plan is a broad plan and may reference the stakeholder analysis matrix, but it is not the best answer for this question. Answer option B is incorrect. In some cases the project manager could rely on expert judgment, but in all projects the project manager can use a stakeholder analysis matrix.

QUESTION 13

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 14

Laura is the project manager for her organization and management has requested her to create a report on her project's performance. Laura needs to analyze her current project performance and then compare it against what, in order to create a performance report?

- A. Cost variances and Cost Performance Index
- B. Scope baseline
- C. Performance measurement baseline
- D. Schedule variances, planned value, and the Schedule Performance Index

Correct Answer: C

The performance measurement baseline, which can be comprised of cost, scope, and schedule, is the foundation for creating a performance report.

Answer option B is incorrect. The scope baseline will only reflect the performance of the scope, whereas performance reports typically need scope, time, and cost as its foundation. Answer option A is incorrect. Cost variances and the cost

performance index are cost values that must be considered along with the scope performance and schedule performance. Answer option D is incorrect. Only reporting performance on the schedule is not enough for a performance report.

Laura should also report on scope and cost at a minimum.

QUESTION 15

You are the project manager for your project. Your project is scheduled to last for one year and you are currently forty percent complete with the project. Based on your current performance measurements you have an SPI of .95 and a cost variance of -\$24,000. You need to report this information to the management, but you will also need a solution to present with the variance information. Which one of the following can you present to the management as a part of the control schedule tools and techniques for variances?

- A. Work performance measurements
- B. Corrective actions
- C. Trim the project scope
- D. Causes of variances

Correct Answer: B

The only tool and technique for controlling the schedule is a corrective action. You should always report problems to management, the project customers, or key stakeholders as defined in the Communications Management Plan, but you should also always present a solution to the problem. A corrective action is a change implemented to address a weakness identified in a management system. Normally corrective actions are implemented in response to a customer complaint, abnormal levels of internal nonconformity, nonconformities identified during an internal audit or adverse or unstable trends in product and process monitoring such as would be identified by SP C. It is method of identifying and eliminating the causes of a problem, thus preventing their reappearance. Examples of a corrective action are : Improvements to maintenance schedules Improvements to material handling or storage Answer option C is incorrect. Trimming the project scope, which is a change request, is not a tool and technique for control the scheduling. It is, however, an output of the control schedule process and is sometimes a valid decision if the project is slipping on schedule performance. Answer option A is incorrect. Work performance measurements are not a tool and technique for controlling the project schedule. Answer option D is incorrect. The causes of the variance can help you determine the best action to take, but it is not a tool and technique for schedule control.