

# PMI

## Exam Questions PMI-SP

PMI Scheduling Professional Practice Test



### NEW QUESTION 1

Gary is the project manager of the NHF project, which is a part of a program in his organization. According to the PMBOK, how will Gary provide feedback to programs and portfolios?

- A. Status meetings
- B. Push communications
- C. Regular communications
- D. Status reports and change requests

**Answer: D**

#### Explanation:

According to the PMBOK, the project manager provides the feedback to programs and portfolios by means of status reports and change requests that may impact other projects, programs, or portfolios. The needs of the projects, including the resource needs, are rolled up and communicated back to the portfolio level, which in turn sets the direction for organizational planning. What is a status report? A status report is a narrative description about a subject that is relevant to an organization. Typically, a user submits a status report that was created for him by a manager. He can also create and submit his own unrequested status report at any time. It is a collaborative feature specific to PWA. Status report in PWA is a convenient way to exchange textual information with the team members about the status of a project or items in addition to task progress, which a user updates on the Tasks page. What are change requests? Change requests are requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets or revise schedules. These requests for a change can be direct or indirect, externally or internally initiated, and legally or contractually imposed or optional. A Project Manager needs to ensure that only formally documented requested changes are processed and only approved change requests are implemented.

Answer option C is incorrect. While regular communication is needed, this is not the best answer for the question.

Answer option A is incorrect. Status meetings are a part of project communications, but do not answer the question as completely as status reports and change requests.

Answer option B is incorrect. Push communications is one type of communicating mode where the project manager pushes the information to recipients. This is not the best choice for the question because there are other modes communicating as well.

### NEW QUESTION 2

You are the project manager of the JKM Project for your organization. Your project is supposed to be 60 percent complete but you are only 45 percent complete. The project has an assigned budget of \$765,000 but you have already spent \$365,000 to reach this point in the project due to some errors and rework. Management is pressing you on when you'll complete the project and how much the project will likely cost based on the current performance. You need to tell management what the project's current cost performance index (CPI) is. What value should you report to management based on your project's performance?

- A. \$306,000
- B. .94
- C. \$344,250
- D. .75

**Answer: B**

#### Explanation:

Management wants to know the cost performance index (CPI). You can find the CPI by first finding the earned value (EV) and then dividing it by the actual costs (AC) spent to date on the project. You find EV by multiplying percent complete by the project's budget; in this instance that's \$344,250. The actual costs are reported as \$365,000. The formula for the CPI on this project is  $\$344,250 / \$365,000$  for a value of .94. What is CPI? 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. 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.

Answer options C, A, and D are incorrect. These do not reflect an accurate value for the project's cost performance index. The project is performing moderately well on cost as the closer the CPI is to 1 the better the project's performance.

### NEW QUESTION 3

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**

#### Explanation:

Ben's project will have 140 more communication channels because of the five additional stakeholders. To solve the question, you will need to find the current stakeholder communication channels first, which is  $(26 \times 25) / 2 = 325$ , and then find the difference of the number of channels for the five additional stakeholders. You can use the formula of  $N(N-1)$ , where N is the number of stakeholders. In this example, the formula would read: Total number of communication channels that Ben will have next =  $((31 \times 30) / 2) - ((26 \times 25) / 2) = 140$  Answer option D is incorrect. Five is the number of additional stakeholders.

Answer option B is incorrect. 10 is the number of communication channels among just five stakeholders.

Answer option C is incorrect. 325 is the number of current communication channels.

### NEW QUESTION 4

Harry works as a project manager for the NHQ project. His project has a budget of \$2,208,456 and is scheduled to last for three years. His project is currently forty percent complete though it should be forty-five percent complete. In order to reach this point of the project, he has spent \$725,000. Management needs a performance report regarding the NHQ project. Management is concerned that this project will be over budget upon completion. What is the estimate at completion for this project that Harry will need to report to management?

- A. \$1,312,504
- B. \$787,504
- C. \$1,812,498
- D. \$725,000

**Answer:** C

**Explanation:**

The estimate at completion can be calculated by dividing the budget at completion by the cost performance index. Here,

$$\text{CPI} = \text{EV}/\text{AC}$$

$$= (0.40 * 2,208,456) / 725,000$$

$$= 1.21846$$

$$\text{EAC} = \text{BAC}/\text{CPI}$$

$$= 2,208,456 / 1.21846$$

$$= 1,812,498$$

What is Estimate at Completion (EAC)? Estimate at Completion (EAC) is a field that displays the final cost of the project including the actual costs and the forecast of remaining costs based on the cost performance index (CPI) so far. The formula used to calculate this estimate is as follows:  $\text{ACWP} + (\text{BAC} - \text{BCWP}) / \text{CPI}$

**NEW QUESTION 5**

You are the project manager for your company. You are working with the management regarding the exact end date of your project. Management needs to know what day of the week your project will complete. Assuming that your project will not require any work to be completed over the upcoming weekends and that the remaining project work will commence on a Tuesday, what day of the week will the project end if there are 67 days of project work left to complete?

- A. Wednesday
- B. Thursday
- C. Monday
- D. Tuesday

**Answer:** A

**Explanation:**

The project will end on a Wednesday. If the project work commences on a Tuesday, there will be four days to complete in that week. That will bring the project work down to 63 days of remaining work. Each work week counts as five days of work. 63 divided by 5 is 12 work weeks with three days remaining. The 63rd remaining day will complete on a Wednesday. Answer options C, D, and B are incorrect. These are not the valid answers.

**NEW QUESTION 6**

Jim is the project manager for his project. He and his project team are creating their duration estimates for the work packages in the WBS. For each activity, Jim is adding a few hours to the duration estimate in case something goes wrong during the completion of the work activity. Sarah, the project sponsor, does not approve of this and warns Jim of

Parkinson's Law. What is Parkinson's Law?

- A. People will behave based on what their behavior brings them.
- B. As employees do repetitive tasks, duration should decrease.
- C. Work expands to fill the amount of time allotted to it.
- D. An exponential increase labor does not correlate to an exponential decrease in duration.

**Answer:** C

**Explanation:**

Parkinson's Law states that work expands to fill the amount of time allotted to complete the work. If Jim allows 25 hours for a project team member to complete a 20-hour task, it will likely take the team member 25 hours to do the work.

Answer option A is incorrect. This is a description of the Expectancy Theory. Answer option B is incorrect. This is a description of the learning curve.

Answer option D is incorrect. This is a description of a portion of the Law of Diminishing Returns.

**NEW QUESTION 7**

You work as a project manager for BlueWell Inc. Your project requires the project team to paint 1,500 hotel rooms. Your project team reports that it will take them approximately 4 hours to paint each hotel room. You reason, then, that it will take 6,000 hours to paint all of the hotel rooms. What type of an estimate are you creating in this scenario?

- A. Parametric estimate
- B. Definitive estimate
- C. Analogous estimate
- D. Bottom-up estimate

**Answer:** A

**Explanation:**

This is an example of a parametric estimate. This estimate type uses a parameter, such as four hours of painting per hotel room, and multiplies this value across the total number of units, such as 1,500 rooms. A parametric estimate is an estimate that uses a parameter to predict the costs of the project, such as cost per network drop or cost per software license. Parametric estimating technique utilizes the statistical relationship that exists between a series of historical data and a particular delineated list of other variables.

Answer option C is incorrect. An analogous estimate type uses a similar project's duration as a basis for the current project's estimate duration.

Answer option B is incorrect. A definitive estimate type accounts for the duration or costs of each work package in the WBS.

Answer option D is incorrect. A bottom-up estimate, also known as a definitive estimate, accounts for the duration or costs of each work package in the WBS.

**NEW QUESTION 8**

Nancy is the project manager of the JJJ Project. This project has recently been approved by the project customer as complete so Nancy must now finalize the administrative closure. Nancy needs to create the final project report to report the successes and failures in the project. Who should Nancy deliver this final project report to if she is participating in a projectized structure?

- A. Functional Management
- B. Project sponsor
- C. Whomever the communications management plan directs her to
- D. Project customer

**Answer: C**

**Explanation:**

The communications management plan will define who will receive what information. Answer option B is incorrect. The project sponsor may be a recipient but the project communications management plan is the best selection.  
 Answer option A is incorrect. Functional management is not the best choice in a projectized structure.  
 Answer option D is incorrect. The project customer may receive a copy of the report, but the project communications management plan should direct the communications.

**NEW QUESTION 9**

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

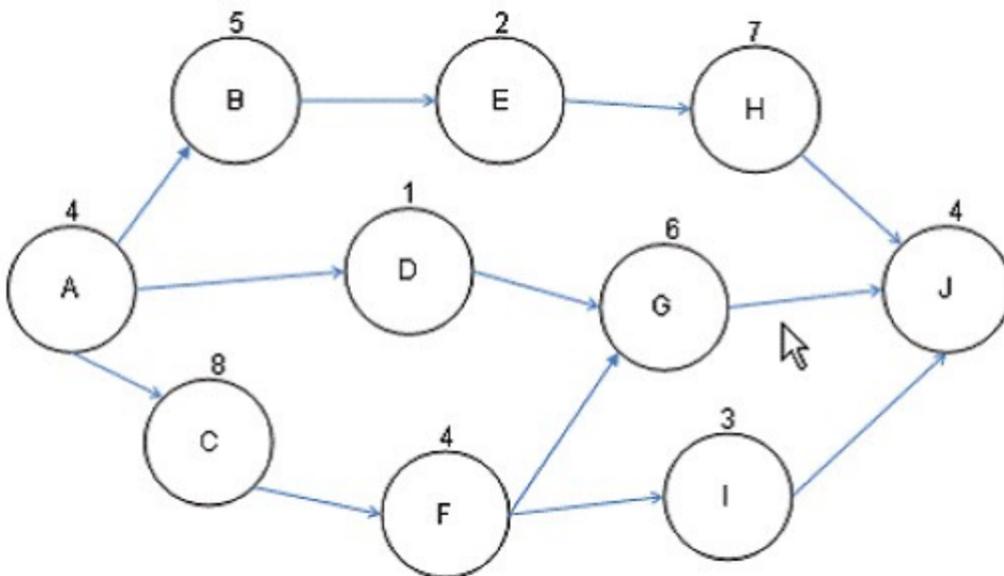
**Answer: D**

**Explanation:**

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.

**NEW QUESTION 10**

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

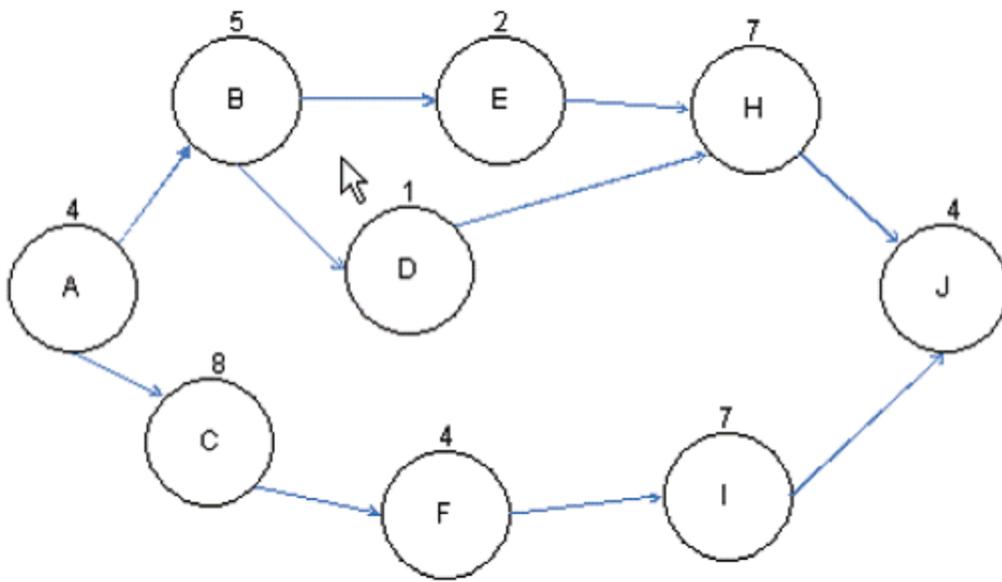
**Answer: D**

**Explanation:**

There is no float available for Activity G because it is on the critical path. Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates.  
 Answer options B, A, and C are incorrect. There is no float available for Activity G because it is on the critical path.

**NEW QUESTION 10**

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

**Explanation:**

The path of ABEHJ will take 22 days to complete and cannot exceed 28 days or else the project will be late. If Activity B takes four additional days and Activity E takes two additional days, this adds (4+2= 6) six days to the path, bringing the path's duration to exactly (22+6 = 28) days. There is no available float left for Activity D or H. Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates.

Answer options B, C, and D are incorrect. There is no float available because the path's duration has increased to 28 days.

**NEW QUESTION 13**

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

**Explanation:**

The Precedence Diagramming Method uses both predecessors and successors as nodes in the project network diagram. The PDM approach is the most common network diagram approach used.

Answer option C is incorrect. Dependency determination identifies the order of the project work.

Answer option B is incorrect. The schedule network template is a tool that uses a previous project network diagram as a base for the current project network diagram.

Answer option D is incorrect. Activity on the node places activities on circles within a network diagram. It is an example of the precedence diagramming method.

**NEW QUESTION 16**

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

- A. Mastered
- B. Not Mastered

**Answer:** A

**NEW QUESTION 20**

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

**Explanation:**

The schedule performance index can be found by dividing the earned value by the planned value. In this project, it's \$447,000 divided by the \$558,750 for a value of 0.80. 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 A is incorrect. "80" is not the same value as ".80".

Answer option B is incorrect. 1.02 is the cost performance index.

Answer option C is incorrect. 102 is not a valid calculation for this question.

**NEW QUESTION 25**

Beth is the project manager for the NHQ project. This project deals with fiber optic cabling in her organizational campus. Tim is the electrical engineer for her company and is the only internal resource that can complete several of the project activities that deal with the fiber optic cables. Because Tim is a highly-skilled resource, he is already scheduled on several projects within the organization and is not available when Beth needs him to complete some of the project activities. This is an example of which term?

- A. Resource calendar conflict
- B. Matrix network
- C. Organizational process assets
- D. Activity resource requirements

**Answer: D**

**Explanation:**

Because the activities in Beth's project require Tim and his skills. This is an example of an activity resource requirement. A resource constraint would also have been an acceptable answer.

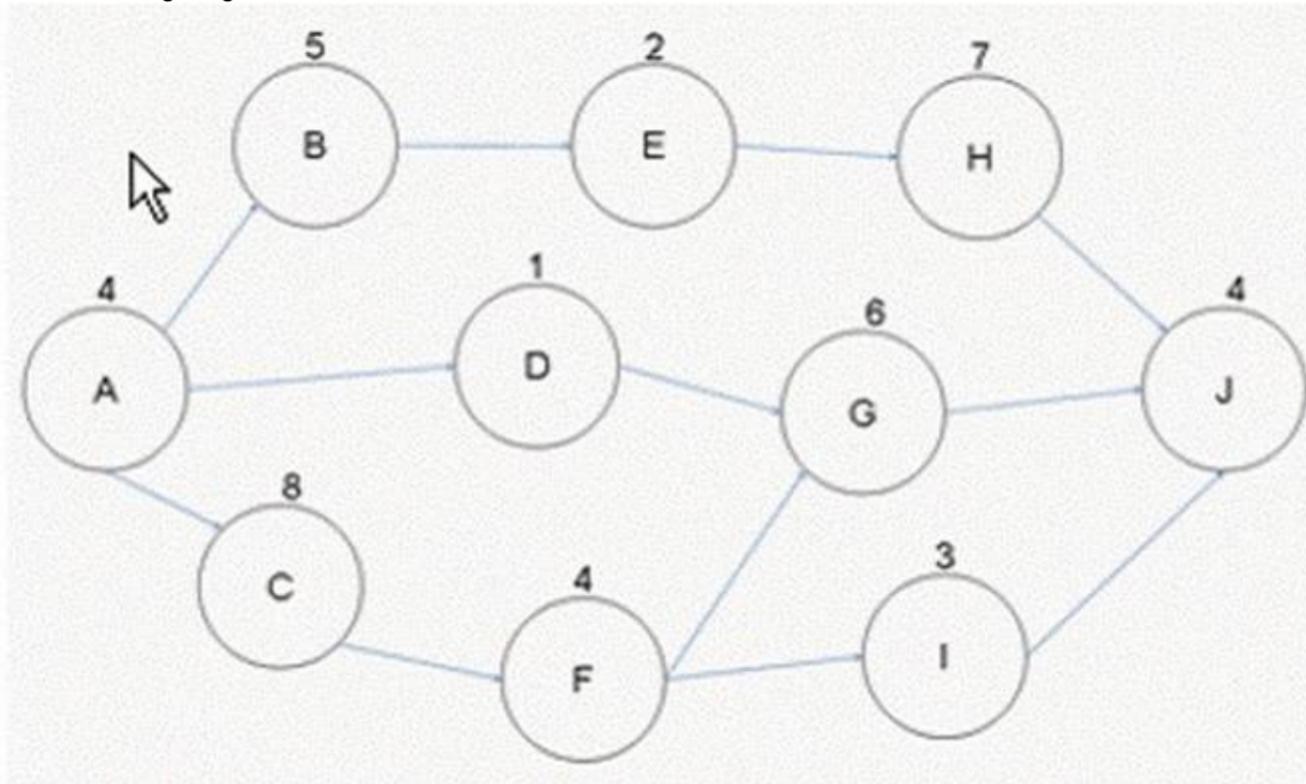
Answer option B is incorrect. This may be a matrix organization, but matrix network is not a valid project management term.

Answer option C is incorrect. Organizational process assets are things that have been created to help assist the management of the project.

Answer option A is incorrect. A resource calendar conflict is not a valid project management term.

**NEW QUESTION 29**

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**

**Explanation:**

Activity B is not on the critical path and it has a total of four days of float. If Activity B takes a total of eight days, it will consume three days of float. However, the total duration of the path ABEHJ may not exceed 26 days, as this is the total duration for the project. Although Activity H has a total of four days of float available, the consumption of three days of float on this path will reduce the total float for Activity H to just one day. If Activity H is delayed by more than one day, then the project will be late.

Answer option D is incorrect. There is one day of float still available for Activity H.

Answer options A and C are incorrect. These are not the valid answers, as there is just one day of float available for Activity H.

**NEW QUESTION 33**

Which of the following statements best describes an activity in a project?

- A. It is a defined set of functions a resource must complete for the project scope to be considered complete.
- B. It is the effort needed to complete a work package.
- C. It is the unit of resource utilization needed to complete a project deliverable.
- D. It is a listing of all project work that must be accomplished for the project scope to be considered complete.

**Answer: B**

**Explanation:**

An activity is the effort needed to complete a work package. The activities are linked to the work packages in the WBS. An activity is the element of work performed throughout the various stages of a project. It is a group of people, communications, processes, and work items that correspond to a joint effort to achieve a goal. An activity is a way to manage the work collectively with others in any organization. The create WBS process identifies the deliverables at the lowest level in the WBS, called the work package. Project work packages are divided into smaller elements known as activities, which correspond to the work required to complete the work package.

Answer option D is incorrect. This is a definition of all the work that the project team and manager must complete in order to complete the total activity list.

Answer options A and C are incorrect. These are not valid definitions of an activity.

**NEW QUESTION 36**

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 performance index for this project?

- A. 1.07
- B. 0.98
- C. 0.89
- D. Ten percent

**Answer: C**

**Explanation:**

The schedule performance index is found by dividing the earned value by the planned value. For Holly's project, it would be as follows:

$$\begin{aligned} \text{SPI} &= \text{EV}/\text{PV} \\ &= (0.85 \times 9,850,400) / (0.95 \times 9,850,400) \\ &= 8,372,840 / 9,357,880 \\ &= 0.89 \end{aligned}$$

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:

$$\text{SPI} = \text{Earned Value (EV)} / \text{Planned Value (PV)}$$

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 D is incorrect. Ten percent is not a valid calculation for this question. Answer option B is incorrect. 0.98 is the cost performance index.

Answer option A is incorrect. 1.07 is the to-complete performance index based on the BAC.

**NEW QUESTION 37**

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

**Answer: B**

**Explanation:**

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.

**NEW QUESTION 42**

CORRECT TEXT

Fill in the blank with the appropriate word. management sets the boundaries for the project and is the foundation on which the other project elements are built.

- A. Mastered
- B. Not Mastered

**Answer: A**

**Explanation:**

Project scope is the effort that must be required to gather a client's plan, goals for space, purpose, properties, impact, and stage of eminence. Scope management sets the boundaries for the project and is the foundation on which the other project elements are built. Scope management helps to organize the work responsibilities and their requirements for successful completion. Managing the project scope is primarily concerned with defining and controlling what is and what is not included in the project.

**NEW QUESTION 47**

You are the project manager of the GHE Project. You have identified the following risks with the characteristics as shown in the following figure:

Risk	Probability	Impact
A	.60	-10,000
B	.10	-85,000
C	.25	-75,000
D	.40	45,000
E	.50	-17,000

- A. Communications bull's eye
- B. Performance goals
- C. Earned value management goals
- D. Project exception report

**Answer:** A

**Explanation:**

The graphic shown in the figure is a communications bull's eye. The project manager must keep the project within the boundaries defined by the bull's eye or he will need to generate a performance report. This is an example of management by exception because the project manager only communicates with management when there is an exception, or variance, within the project.

Answer options C, B, and D are incorrect. These are not valid terms for the communications bull's eye.

**NEW QUESTION 48**

You are the project manager of the OOI Project and you're forty percent complete with this project. The project has a BAC of \$2,345,650 and you have spent \$950,000 to date. Based on your aggressive scheduling you should at the 45 percent milestone today, but due to some early delays you're running late. What is the schedule variance of your project?

- A. -\$29,350
- B. -\$117,282
- C. -\$938,260
- D. -\$11,740

**Answer:** B

**Explanation:**

The schedule variance is the earned value minus the planned value. In this instance, it is  $\$938,260 - \$1,055,543 = -\$117,282$ . 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. This is the cost variance for the project. Answer option A is incorrect. This is the variance at completion. Answer option C is incorrect. This is the inverse of the earned value.

**NEW QUESTION 53**

You work as a project manager for BlueWell Inc. You want to increase the overall duration of the project. If the management elects to use resource leveling, then what will happen to the project duration?

- A. The duration will increase, but the labor will stay the same.
- B. The duration will decrease as new team members are brought onto the project.
- C. Nothing, new resources will be incorporated into the project team.
- D. The duration will increase, but the labor will decrease.

**Answer:** A

**Explanation:**

Resource leveling usually increases the overall duration of the project because management restricts the amount of labor which can be utilized in a given time period. 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 C is incorrect. New resources are not added as part of resource leveling.

Answer option D is incorrect. Labor remains the same in resource leveling, but their availability decreases.

Answer option B is incorrect. New resources are not added as part of resource leveling.

**NEW QUESTION 56**

Samuel works as a project manager in Bluewell Inc. He is performing constructability analysis in one of the initial planning phases. Which of these does constructability take into account during analysis? Each correct answer represents a complete solution. Choose three.

- A. Quality inspections and compliance
- B. Location, logistics, and resource availability analysis
- C. Labor productivity studies from previous similar projects in the area

D. The average price of general labor in the area

**Answer:** BCD

**Explanation:**

Constructability analysis takes into account the location, logistics, resource availability analysis, the average price of general labor in the area, and labor productivity studies from previous similar projects in the area. Constructability analysis is a process that starts in the initial planning phases and persists all over the entire planning cycle and into the implementation phase of the project. Constructability analysis during the planning process examines the methods and cost of installed equipment and materials, technology, site conditions, resources, and related infrastructure. The benefit of constructability analysis is to reduce both the time and cost of a project. Constructability analysis is repeatedly performed throughout the life-cycle of a project in order to optimize cost, plan, and schedule while mitigating risk. It is a very important process that needs to be performed early in planning to allow alternatives to be considered and integrated into the design. Answer option A is incorrect. This comes under the quality assurance phase.

**NEW QUESTION 58**

You are working as a project manager for BlueWell Inc. Which of the following tools and techniques of the Define Activity process will help you in identifying the typical schedule milestones?

- A. Expert Judgment
- B. Decomposition
- C. Rolling Wave Planning
- D. Templates

**Answer:** D

**Explanation:**

Templates are used to identify the typical schedule milestones in the Define Activity process. The tools and techniques used in defining the activity process are as follows: Decomposition: It is used to further divide the project work package into a more smaller and convenient form called activities. Rolling Wave Planning: It is a form of progressive elaboration planning where the work to be accomplished in the near term is planned in detail and future work is planned at a higher level of WBS. Templates: It is an activity list or a part of the activity list taken from the previous project and used in a new project. Expert Judgement: The skilled members in a project team or other experts who develop project scope statements can help provide knowledge in defining activities.

**NEW QUESTION 63**

You are the project manager for your organization. You are meeting with your customers to discuss the project performance. In this meeting, you will have eight project customers, the project sponsor, and ten members of your project team. What type of communication method are you using in this instance?

- A. Interactive communication
- B. Active communication
- C. Pull technique
- D. Push technique

**Answer:** A

**Explanation:**

Any meetings, phone calls with multiple participants, or conferences are examples of the interactive communications. Answer option B is incorrect. Active communication is not a PMBOK term for project management. Answer option D is incorrect. A push technique describes a distribution from the project manager out to the message recipients, such as email. Answer option C is incorrect. A pull technique describes a distribution method where the recipients of the message pull the message from a source, such as a Web server.

**NEW QUESTION 66**

Tom is the project manager of the HQQ Project. His project has a schedule variance of - \$34,500 due to some errors early in the project. Management would like to know how Tom will respond to these variances. What action can help Tom to manage the errors in the project and to ensure that the errors would not occur again?

- A. Lesson learned documentation
- B. Risk analysis
- C. Preventive action
- D. Corrective action

**Answer:** D

**Explanation:**

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 A is incorrect. Lessons learned is a documentation of the errors and how they were resolved, not a method to prevent the errors from occurring again. Answer option C is incorrect. Preventive action addresses any action or act in which the project management team and the team leader provide documented direction to carry out an activity that is meant to decrease the possibility of negative consequences related to project risk. Answer option B is incorrect. Risk analysis examines the risk events, its probability, and its impact on the project.

**NEW QUESTION 69**

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 completion date, 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 completion date, 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**

**Explanation:**

Total float is the time you can delay an activity without delaying the project end date, whereas free float is on each activity and does not affect the early start date of successor activities. Float, also called slack, is the amount of time an activity can be delayed without affecting any subsequent activities. There are two types of floats available: Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities. Total Float: It is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating schedule constraint. Float is calculated by using the critical path method technique.

Answer options C, A, and D are incorrect. These are not accurate definitions of free float and total float.

**NEW QUESTION 70**

A construction company is about to start a new project. It requires hiring a project manager for this project. Which of the following are the most important skills that a person must have to be selected as a project manager?

- A. Problem solving
- B. Team building and human resources
- C. Leading
- D. Communication
- E. Negotiation and influential

**Answer: D**

**Explanation:**

A good project manager must have all of the above mentioned skills. Out of these, the communication skills are the most important skills for a project manager. Communications skills are part of general management skills and are used to exchange information. Communication has many dimensions: Written and oral, listening, and speaking Internal (within the project) and external (customer, the media, the public) Formal (reports, briefings) and informal (memos, ad hoc conversations) Vertical (up and down the organization) and horizontal (with peers) Communication is the most important skill that a project manager must possess. It is the single most important characteristics of a top-class project manager. Project managers must communicate well in order to integrate and maximize the performance of team members. Oral and written communications are the backbone of every successful project. During different phases of a project, a project manager requires to communicate through different manners (for example, documentation, meeting updates, etc.) and he must ensure that the information communicated is explicit, clear, and complete.

Answer options E, C, A, and B are incorrect. All these mentioned skills make a person a good project manager. Communication skills top the list. What are organizational skills? Organizational skills are part of management skills to organize various aspects of a project in order to complete it successfully. A good project manager uses these skills to successfully organize his meetings, as well as to keep documentations, quotes, contracts, etc., which can be fetched at any given moment. Organizational skills also include planning and time management skills. What are budgeting skills? Budgeting skills include the knowledge of finance and accounting principles. A project manager must possess these skills in order to perform cost estimates for project budgeting. Reading and understanding quotes, preparing purchase orders, and reconciling purchase invoices are all part of budgeting skills. In order to make the budget of a project, the project manager must have excellent budgeting skills. What are problem solving skills? Problem solving skills include the ability to define and analyze problems, and to take decisions in order to solve the problems by implementing those decisions. Every project manager must possess strong problem solving skills. Problem solving is a two-fold process: Defining the problem Taking a decision and then implementing it A project manager is responsible for determining the best course of action to take in order to resolve the problem. What are negotiating and influencing skills? Negotiating skills includes demanding and convincing others for the rightful thing or act. A project manager needs this skill to negotiate on projects in almost every area such as scope definitions, budgets, contracts, resource assignments, schedules, etc. Influencing skills include the convincing power of a person. It is an ability to change minds and the course of events. A good project manager requires these skills to utilize them in all areas of project management.

**NEW QUESTION 72**

You work as a project manager for BlueWell Inc. There have been changes to the project scope in your project. These changes will cause the project schedule to change as well, so you will need to update the schedule and the schedule baseline. The schedule baseline is a component of what?

- A. Project calendar
- B. Project constraints
- C. Project objectives
- D. Project management plan

**Answer: D**

**Explanation:**

The schedule baseline is a required component of the project management plan. Project management plan is a formal, agreed document that defines how the project is executed, monitored and controlled. It may be summary or detailed and may be composed of one or more subsidiary management plans and other planning documents. The objective of a project management plan is to define the approach to be used by the project team to deliver the intended project management scope of the project. The project manager creates the project management plan with the inputs from the project team and key stakeholders. The plan should be agreed and approved by at least the project team and its key stakeholders.

Answer option C is incorrect. The schedule baseline is not a project objective.

Answer option A is incorrect. The project calendar defines when the project will take place. Answer option B is incorrect. Project constraints are restrictions imposed on the project, such as time, cost, and scope.

**NEW QUESTION 77**

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 days lead time
- D. Cabinet procurement December 15 minus 45 days lead time

**Answer:** C

**Explanation:**

The cabinet procurement and delivery must be completed by December 1. By scheduling the activity to finish on December 1 with minus 45 days lead time for procurement, the cabinets will arrive by the needed date.

Answer option A is incorrect. Lead time is always negative time, lag time is positive time. This choice would cause the cabinets to not arrive until 45 days after December 1. Answer option D is incorrect. This choice would cause the cabinets to arrive on December 15 when the floors are to be installed.

Answer option B is incorrect. This choice is not the best answer because it does not necessarily account for holidays, weekends, or other factors in the project calendar. By

scheduling the cabinet for December 1 and working backwards through lead time, the project's PMIS will account for these breaks in the project work.

**NEW QUESTION 78**

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

**Answer:** C

**Explanation:**

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.

**NEW QUESTION 80**

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

**Explanation:**

The best answer is simply an exception report. An exception report refers and documents the major mistakes, mishaps, and goofs. In other words, it itemizes the important and critically significant piece of documentation that is vital to the proper and effective functioning of a project. It does not document what has gone right, but rather documents what has gone wrong.

Answer option C is incorrect. A performance management report is not a valid project management report.

Answer option A is incorrect. The question is asked about cost and schedule so this answer would not be appropriate for both the cost and the schedule.

Answer option D is incorrect. The question is asked about cost and schedule so this answer would not be appropriate for both the cost and the schedule.

**NEW QUESTION 83**

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

**Explanation:**

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.

**NEW QUESTION 88**

You are the project manager of the AHQ project. This project is scheduled to last for six months and will require \$345,000 to complete. If the project completes

earlier than scheduled, your organization will receive a bonus of \$5,000 per day of early completion. Management has asked you to develop an aggressive schedule to realize as much of the bonus as possible, but management does not want you to increase the costs of the project beyond \$1,000 per day of the bonus realization. Which of the following approaches will likely add costs to the project?

- A. Adding leads to the project work
- B. Fast tracking
- C. Crashing
- D. Using the critical chain method

**Answer: C**

**Explanation:**

Crashing adds labor to the project. This approach adds costs to the project because you will have to pay for the added labor.  
Answer option B is incorrect. Fast tracking allows entire phases to overlap in the project. This approach adds risks to the project.  
Answer option D is incorrect. The critical chain method considers the availability of project resources.  
Answer option A is incorrect. Adding lead time to activities allows activities to overlap and does not add project costs.

**NEW QUESTION 91**

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**

**Explanation:**

The define activities process is the process that may begin once the project's WBS has been completed and approved. It is possible, in some projects, to complete the WBS and the activity list at the same time.  
Answer option D is incorrect. Sequencing the activities cannot happen until the activity list has been created.  
Answer option A is incorrect. Estimating activity resources is dependent on the activity list, so this choice is not valid.  
Answer option C is incorrect. Estimate activity durations are dependent on the activity list, so this choice is not valid.

**NEW QUESTION 95**

CORRECT TEXT

Fill in the blank with an appropriate phrase. The \_\_\_\_\_ allows the project team to look at the performance of the project to date, and use that data to make more accurate projections about the future.

- A. Mastered
- B. Not Mastered

**Answer: A**

**Explanation:**

The main function of the schedule model is to provide a useful 'road map' that can be used by the project manager and the project team to assist them in completing the project fruitfully. A well-developed schedule model is an active tool used to predict at what time the project work that remains to be completed can reasonably be completed. The schedule model allows the project team to look at the performance of the project to date, and use that data to make more accurate projections about the future.

**NEW QUESTION 99**

Which of the group creativity techniques enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization?

- A. Idea/mind mapping
- B. Delphi technique
- C. Nominal group technique
- D. Affinity diagram

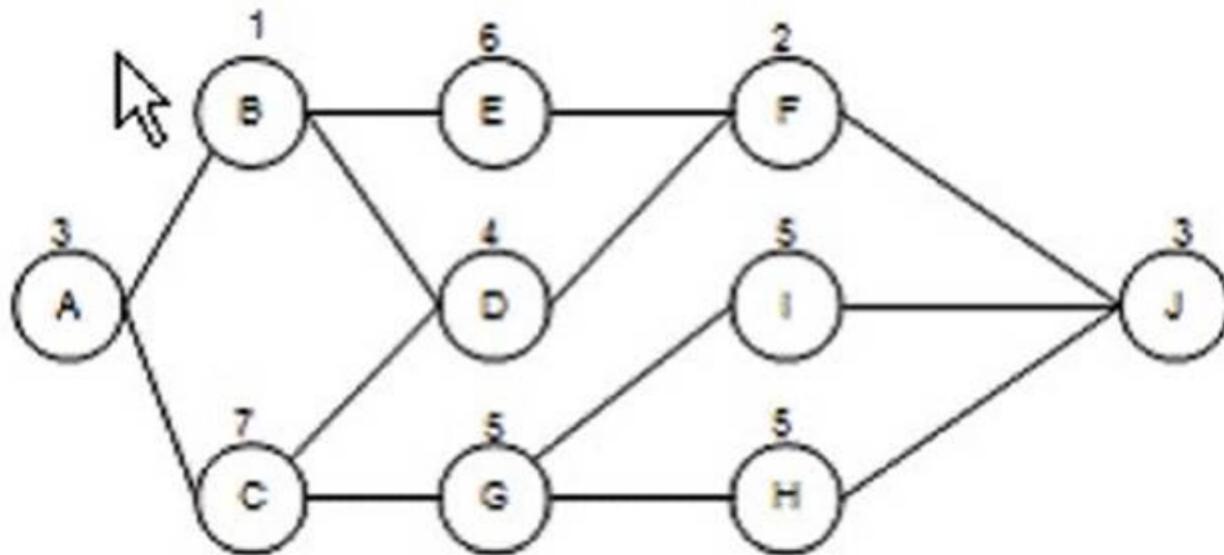
**Answer: C**

**Explanation:**

The various group creativity techniques are as follows: Brainstorming: It is a technique used to generate and collect multiple ideas related to the project and product requirements. Nominal group technique: It is a technique used to enhance brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization. Delphi technique: It is a technique used to identify potential risk. In this technique, the responses are gathered via a questionnaire from different experts and their inputs are organized according to their contents. Idea/mind mapping: It is a technique used to map the ideas generated by brainstorming to reflect the commonality and differences in understanding and generating new ideas. Affinity diagram: It is a technique used to allow a large number of ideas to be sorted into groups for review and analysis.

**NEW QUESTION 100**

You are the project manager of the NHG. The following figure represents your project network diagram.



Management has asked that you add some features to the project scope. Through the change control system these changes are approved and they'll affect Activity I. The duration of Activity I, which is on the critical path, will decrease by three days. What affect does this have on the critical path?

- A. The critical path will now take 26 days.
- B. The critical path will now take 17 days.
- C. The critical path will now take 23 days.
- D. The critical path will now take 20 days.

**Answer: C**

**Explanation:**

The critical path is the path in the project network diagram with the longest duration. In project management, a critical path is the sequence of project network 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). This project actually has two critical paths. Path ACGIJ takes 23 days. Path ACGHJ also takes 23 days. When Activity I decreases by three days the critical will still take 23 days to complete as Path ACGHJ remains a critical path.

Answer option A is incorrect. The duration of the critical path did not increase.

Answer option D is incorrect. The duration of the path ACGIJ will decrease to 20 days but the critical path will remain at 23 days.

Answer option B is incorrect. The critical path did not reduce to 17 days.

**NEW QUESTION 103**

You are the project manager for your organization. You and the project team are developing the project schedule for your current project. In addition to the enterprise environment factors and the organizational process assets, you will need seven other inputs to this process. Which one of the following is NOT an input to the Develop Schedule process?

- A. Resource calendars
- B. Schedule data
- C. Activity list
- D. Project scope statement

**Answer: B**

**Explanation:**

Schedule data is an output of the Develop Schedule process. The nine inputs to the Develop Schedule process are: activity list, activity attributes, project schedule network diagrams, activity resource requirements, resource calendars, activity duration estimates, project scope statement, enterprise environmental factors, and organizational process assets.

Answer options C, A, and D are incorrect. These are the inputs to the Develop Schedule process.

**NEW QUESTION 106**

Samuel works as a project manager in Bluewell Inc. He is performing constructability analysis in one of the initial planning phases. Which of these does constructability take into account during analysis? Each correct answer represents a complete solution. Choose three.

- A. Quality inspections and compliance
- B. Location, logistics, and resource availability analysis
- C. Labor productivity studies from previous similar projects in the area
- D. The average price of general labor in the area

**Answer: BCD**

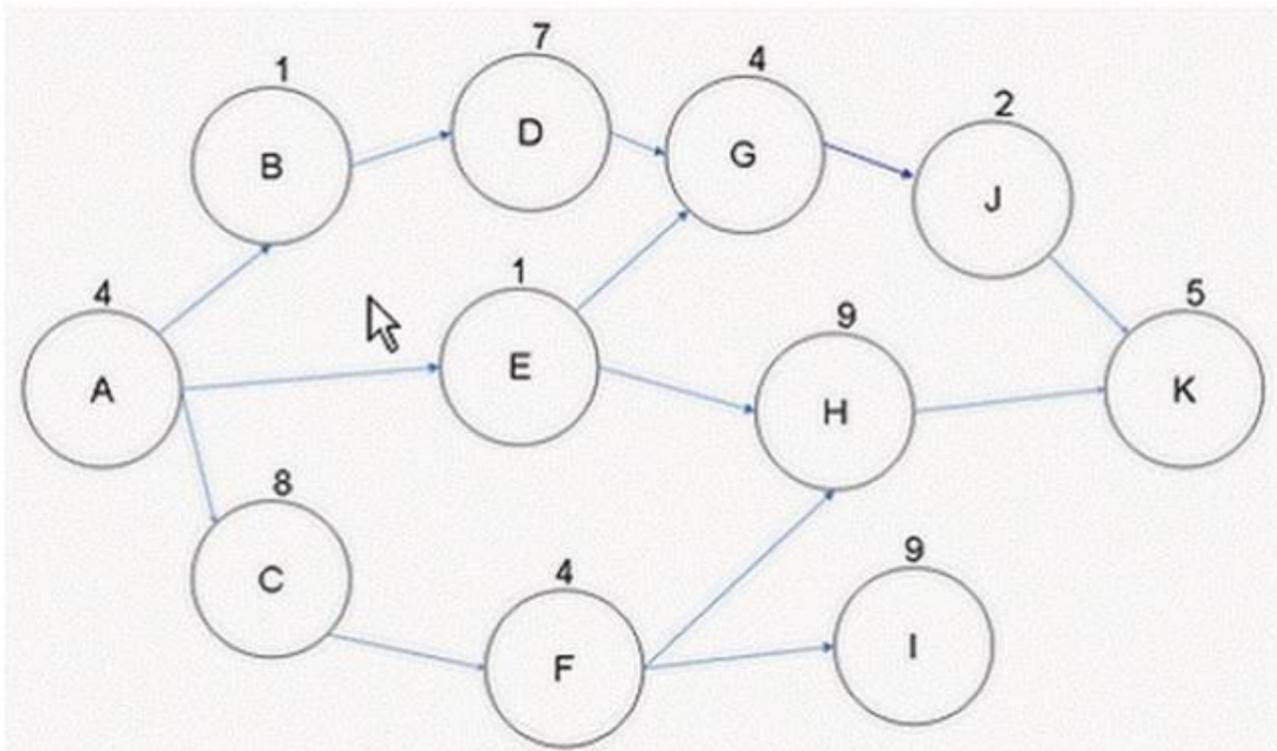
**Explanation:**

Constructability analysis takes into account the location, logistics, resource availability analysis, the average price of general labor in the area, and labor productivity studies from previous similar projects in the area. Constructability analysis is a process that starts in the initial planning phases and persists all over the entire planning cycle and into the implementation phase of the project. Constructability analysis during the planning process examines the methods and cost of installed equipment and materials, technology, site conditions, resources, and related infrastructure. The benefit of constructability analysis is to reduce both the time and cost of a project. Constructability analysis is repeatedly performed throughout the life-cycle of a project in order to optimize cost, plan, and schedule while mitigating risk. It is a very important process that needs to be performed early in planning to allow alternatives to be considered and integrated into the design.

Answer option A is incorrect. This comes under the quality assurance phase.

**NEW QUESTION 107**

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 on Activity I.
- D. Your project will now have two critical paths.

**Answer: B**

**Explanation:**

Activity F is on the critical path of ACFHK of 30 days. By adding five additional days to Activity F, the project will now take 35 days to complete. Answer options C, A, and D are incorrect. These are not the valid answers.

**NEW QUESTION 111**

You work as a project manager for ABC Inc. You are currently overseeing a project on a high-rise building site. Your prime concern is to ensure that cranes are used effectively for moving materials. You also have to ensure that delivery trucks do not have to wait in a queue and that workers on the upper floors are able to get their deliveries on time. Which type of scheduling would be required in such a scenario?

- A. Critical path scheduling
- B. Time-oriented scheduling
- C. Resource-oriented scheduling
- D. Network scheduling

**Answer: C**

**Explanation:**

Resource-oriented scheduling focuses on using and scheduling particular resources in an effective manner. This type of scheduling should be used whenever there are limited resources available for a project and the struggle for these resources between the project activities is intense. As a result, delays are likely to arise in such cases, as actions must wait until general resources become available. Resource-oriented scheduling is also suitable in cases where unique resources are to be used, such as when there is only one excavator available in an excavation operation.

Answer option B is incorrect. Time-oriented scheduling is a time-scheduling method that focuses on determining the finishing time of a project. It also specifies the crucial precedence relationships among the activities involved in the project. In time-oriented scheduling, the appropriate time is allocated for the whole project through the successive stages of the project life cycle.

Answer option A is incorrect. Critical path scheduling is a technique that calculates the minimum completion time for a project along with the possible start and finish times for the project activities.

Answer option D is incorrect. Network scheduling provides a basis for obtaining facts for decision making.

**NEW QUESTION 114**

Amy is working on a project which is forty percent complete though it was scheduled to be fifty percent complete as of today. Management has asked Amy to report on the schedule variance for her project. If Amy's project has a BAC of \$750,000 and she has spent \$485,000 to date, what is the schedule variance value?

- A. -\$75,000
- B. -\$42,000
- C. -\$45,000
- D. -\$65,000

**Answer: A**

**Explanation:**

The schedule variance is found by subtracting the planned value from the earned value. The earned value is the percentage of the project completeness multiplied by the BA

C. Planned value is the percentage of where the project should be at this time multiplied by the BA

C. 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. In this example,  $EV = 40\% \text{ of BAC} = 300,000$ , and  $PV = 50\% \text{ of BAC} = 375,000$   $SV = 300,000 - 375,000 = -75,000$

Answer options C, B, and D are incorrect. These are not the correct values for the schedule variance.

**NEW QUESTION 116**

CORRECT TEXT

Fill in the blank with the appropriate word. When activities are logically linked, they become the .

- A. Mastered
- B. Not Mastered

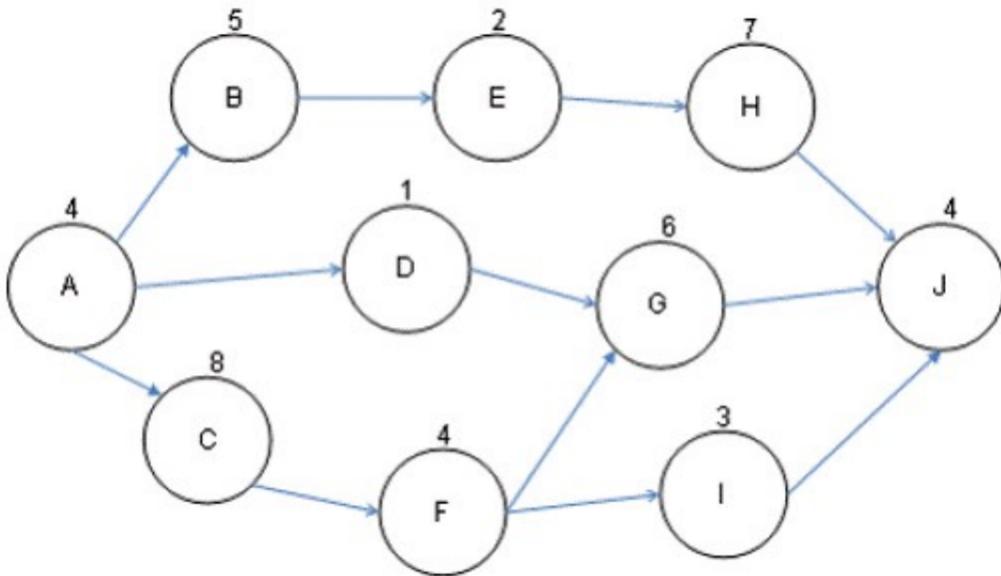
**Answer:** A

**Explanation:**

An activity is an individual element of work that is logically linked to other activities to form the schedule. Its primary characteristics include an overall duration based upon the resources applied to it (manpower, material, and equipment), as well as a start and completion date that is tied to a work calendar. It also has a relationship with other activities (predecessors and successors).

**NEW QUESTION 118**

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

**Explanation:**

If Activity D increases by six days, the duration of the project will not change. There is 11 days of float available for Activity D so it may delay by six days without affecting the project end date. What is float?

Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates.

Answer options A, B, and C are incorrect. These are not valid answers for the question.

**NEW QUESTION 123**

Holly is the project manager for her organization. In her project, she has worked with the project team to define when the project team will be utilized in the project, the duration of the project activities, and the sequence in which the project work must be completed. During several phases of her project, the project team will need to work more than fifty hours per week. The project team members have agreed this is necessary and they're willing to do the work to complete the project. Management, however, has not approved Holly's schedule based on the overtime the scheduling will require. They have set a limit on the project schedule of 45 hours per week. What is this limit technically called? Each correct answer represents a complete solution. Choose all that apply.

- A. Constraint
- B. Assumption
- C. Execution variance analysis
- D. Resource leveling heuristic

**Answer:** AD

**Explanation:**

Resource leveling is a rule of limiting the total number of hours a project team may work during a given time period in the project. If management restricts the project work to 45 per week, as in this example, Holly's schedule will likely increase because the project team can't complete as much work in one given time period. While this may be seen as a constraint, because it limits Holly's options, it's technically called a resource leveling heuristic.

Answer option B is incorrect. It is an assumption that's believed to be true, but it hasn't been proven to be true.

Answer option C is incorrect. Execution variance analysis describes the difference between what was planned and what was executed. A better term for this experience would simply be a scope variance, scope change, or defect.

**NEW QUESTION 126**

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

**Answer: D**

**Explanation:**

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.

**NEW QUESTION 127**

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

**Answer: C**

**Explanation:**

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.

**NEW QUESTION 131**

Which of the following individuals performs various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement?

- A. Seller
- B. Operations manager
- C. Functional manager
- D. Project manager

**Answer: C**

**Explanation:**

The role of a functional manager is to perform various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement. He is assigned his own permanent staff to carry out the ongoing work. He should have a clear directive to manage all tasks within his functional area of responsibility.

Answer option D is incorrect. A project manager is an expert in the field of project management. He is responsible for the entire project from inception to completion. The project manager leads the team and helps negotiate the multiple relationships within any project whether with clients, team members, firm principals or any variety of partners and functions as the hub of a project.

Answer option A is incorrect. Seller is also known as a vendor, supplier or contractor. They are external company's elements that enter into a contractual agreement to provide components or services necessary for the project.

Answer option B is incorrect. The role of operations manager is to perform various management roles in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance. The operations manager directly deals with constructing and maintaining the saleable products or services of the enterprise.

**NEW QUESTION 135**

Which organizational theory explains the factors that promote performance of people in any organization?

- A. Herzberg's theory
- B. Maslow's Hierarchy theory
- C. McGregor's theory
- D. Expectancy theory

**Answer: A**

**Explanation:**

Herzberg's Motivation-Hygiene Theory, also known as Two Factor Theory, was developed by Frederick Herzberg, a psychologist who found that job satisfaction and job dissatisfaction acted independently of each other. Two Factor Theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. Two Factor Theory distinguishes between the following: Motivators (e.g. challenging work, recognition, responsibility) which give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth. Hygiene factors (e.g. status, job security, salary and fringe benefits) which do not give positive satisfaction, although dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects, such as company policies, supervisory practices, or wages/salary. Essentially, hygiene factors are needed to ensure an employee is not dissatisfied. Motivation factors are needed in order to motivate an employee to higher performance, Herzberg also further classified our

actions and how and why we do them, for example, if you perform a work-related action because you have to, then that is classed as movement, but if you perform a work-related action because you want to, then that is classed as motivation.

Answer option C is incorrect. McGregor's X and Y theory describes the team members and their behavior on the project and how management responds.

Answer option B is incorrect. It describes the five layer of needs we all have.

Answer option D is incorrect. It explains the processes that an individual undergoes to make choices.

#### NEW QUESTION 136

Fred is the project manager of the NHA project. This project has a BAC of \$2,456,900 and is sixty percent complete. Fred has crashed the project, which has driven the project costs to date to \$1,525,140, but his project is five percent more complete than what was planned. What is the schedule variance for this project that Fred needs to report to the management?

- A. \$176,675
- B. \$122,845
- C. -\$85,000
- D. -\$51,000

**Answer:** B

#### Explanation:

There is positive variance of \$122,845 on Fred's project. Variances can be either positive or negative. 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 C is incorrect. This is the project's variance at completion. Answer option D is incorrect. This is the cost variance for the project. Answer option A is incorrect. This is not a valid answer for the project.

#### NEW QUESTION 138

You are working with your project team to identify the project activities within your project. Which of the following is NOT a tool and technique that will be useful in defining the project activities?

- A. Decomposition
- B. Rolling wave plan
- C. Precedence diagramming method
- D. Templates

**Answer:** C

#### Explanation:

The precedence diagramming method is not a tool and technique that will be used during the activity definition process. Precedence diagramming method (PDM) is used in critical path methodology for building a project schedule network diagram that uses boxes or rectangles, referred to as nodes, to represent activities, and join each other with arrows that show the logical relationship that exists between them. The tools and techniques used in defining the activity process are as follows: Decomposition: It is used to further divide the project work package into a more smaller and convenient form called activities. Rolling Wave Planning: It is a form of progressive elaboration planning where the work to be accomplished in the near term is planned in detail and future work is planned at a higher level of WBS. Templates: It is an activity list or a part of the activity list taken from the previous project and used in a new project. Expert Judgement: The skilled members in a project team or other experts who develop project scope statements can help provide knowledge in defining activities.

#### NEW QUESTION 141

In which of the following group decision making techniques does the largest block in a group decide the group decision even if a bulk is not achieved?

- A. Majority
- B. Unanimity
- C. Dictatorship
- D. Plurality

**Answer:** D

#### Explanation:

The various techniques of group decision making are as follows: Unanimity: In this technique, everyone agrees on a single course of action. Majority: In this technique, more than 50% of the members of the group support the decisions. Plurality: In this technique, the largest block in a group decides even if a bulk is not achieved. Dictatorship: In this technique, one individual makes the decision for the group.

#### NEW QUESTION 144

Frank is the project manager in BlueWell Inc. He is working with his project to subdivide the project work packages into smaller, more manageable components. He and the project team are planning in detail all of the things the team will need to create, purchase, or do in order to satisfy the project scope. Management is concerned with the activity which Frank is using in this scenario, as they believe that Frank is taking too long to complete this pre- execution activity. Which of the following techniques of the activity process is Frank using in this example?

- A. Rolling wave planning
- B. Expert judgment
- C. Creating a project template
- D. Decomposition

**Answer:** D

#### Explanation:

This is an example of decomposition. Frank and the project team are subdividing the work packages into smaller, more manageable units called activities. The tools and techniques used in defining the activity process are as follows: Decomposition: It is used to further divide the project work package into a more smaller and convenient form called activities. Rolling Wave Planning: It is a form of progressive elaboration planning where the work to be accomplished in the near term is

planned in detail and future work is planned at a higher level of WBS. Templates: It is an activity list or a part of the activity list taken from the previous project and used in a new project. Expert Judgement: The skilled members in a project team or other experts who develop project scope statements can help provide knowledge in defining activities.

#### NEW QUESTION 145

If you are the project manager of the BNQ Project and you add "waiting time" between two activities, then what have you added in the project?

- A. You have added lag time to the project activities.
- B. You have added management reserve to the project activities.
- C. You have added lead time to the project activities.
- D. You have added float to the project activities.

**Answer:** A

#### Explanation:

Lag time is positive time that requires the successor activity to wait for a defined amount of time, such as three days, before it can begin. Lag time does not change the task relationship, but requires a "waiting time" before the starting of the activity can begin. A lag time is a delay between the predecessor and the successor tasks. Sometimes it may be needed to schedule a delay between the predecessor and the successor tasks. For example, if two coats of paint are required to paint a car, then the final coat should be applied only when the first coat dries. This delay is known as the lag time. The lag time is entered as a positive value. The lag time can be entered as a duration or as a percentage of the predecessor's task duration. It is entered on the Predecessor tab in the Task Information dialog box.

Answer option D is incorrect. Float is a natural event that is discovered through the forward pass when using the critical path method. Float cannot be arbitrarily added as lag.

Answer option C is incorrect. Lead time actually brings activities closer together and causes them, in some cases, to overlap.

Answer option B is incorrect. Management reserve is a pool of time allotted for unscheduled changes and events that affect the project duration.

#### NEW QUESTION 148

Ned is the project manager for his organization. Ned is using a standard tool to capture, store, and distribute information to the stakeholders about the project costs, schedule, and performance. What term is assigned to this communication tool?

- A. Project management information system
- B. Table reporting
- C. Reporting system
- D. Communications management system

**Answer:** C

#### Explanation:

This is simply an example of a reporting system. It can be part of the project management information system, but for your examination, the PMBOK acknowledges this tool directly as part of project performance reporting. Reporting system is a tool and technique used for reporting performance. It is a standard means to store, capture, and give out the information to the stakeholders about the project costs, performance, and schedule. Answer option A is incorrect. The project management information system does more than just communicating the performance. It is a tool to help the project manager plan and monitor the project.

Answer option D is incorrect. The PMBOK does not mention a communications management system.

Answer option B is incorrect. Table reporting is one output of a reporting system, not the entire system.

#### NEW QUESTION 150

Thomas works as a contract-based project manager for BlueWell Inc. Management has hired Thomas to manage a high-risk project because Thomas has years of experience with this technology and similar project. Thomas would like to use his own templates for the project schedule, quality, and risk management approach. Management is fine with this, except after reviewing the template they had preferred Thomas to use 24-hour time periods for his project calendar rather than the 8-hour time periods as indicated. Thomas agrees, but now he has to update what document in his project management plan?

- A. Project calendar
- B. Activity attributes
- C. Resource calendar
- D. Schedule management plan

**Answer:** A

#### Explanation:

The project calendar needs to be updated to reflect the 24-hour time period rather than the 8-hour time period. The project calendar is used to define the working and nonworking days and times for tasks. This calendar is usually used to represent an organization's traditional working hours. Project uses this calendar to schedule tasks that do not have resources assigned or that have a task type of fixed duration. By default, the Standard base calendar is used as the project calendar. A user can also reflect alternative schedules by using other base calendars. The working days and hours in the project calendar reflect the working days and hours for the whole project. A user can also specify special days off, such as company holidays. A user can also indicate other nonworking times to reflect periods when the whole team will be working on nonproject activities, such as company meetings or department retreats.

Answer option D is incorrect. The schedule management plan will reference to the project calendar and the resource calendar. It does not need to be updated directly as a result of the time period change.

Answer option C is incorrect. The resource calendar does not need to be updated as this document defines when resources are available.

Answer option B is incorrect. The activities of the project are not changing, only the time periods of the project calendar.

#### NEW QUESTION 155

You are the project manager of the GHY Project. This project is scheduled to last for one year and has a BAC of \$4,500,000. You are currently 45 percent complete with this project, though you are up posed to be at your second milestone which accounts for half of the project completion. There have been some errors in the project which has caused you to spend \$2,073,654. What is this project's schedule variance?

- A. 10 percent
- B. -\$48,654
- C. -\$225,000
- D. 0.98

**Answer:** C

**Explanation:**

The schedule variance can be found by subtracting the planned value from the earned value. In this instance, it is \$2,025,000 minus \$2,250,000. 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. This is the cost variance for the project. Answer option A is incorrect. 10 percent is not a valid answer.

Answer option D is incorrect. This is not a valid variance for this question; variances are typically negative numbers.

**NEW QUESTION 156**

You work as a project manager for BlueWell Inc. Which of the following plans will you use to define how resources are brought onto the project team, how they are managed while on the project team, and how they may be released from the project team?

- A. Project Schedule Management Plan
- B. Project Staffing Management Plan
- C. Project Human Resources Management Plan
- D. Project Communications Management Plan

**Answer:** B

**Explanation:**

The project staffing management plan will define how resources are brought onto the project team, how they are managed while on the project team, and how they may be released from the project team. The staffing management plan is part of human resources plan. It is a subsidiary plan of the overall project management plan and defines when project team members will be brought onto and released from the project. It describes when and how human resource requirements will be met. Depending upon the needs of the project, it can be formal or informal, highly detailed or broadly framed. The staffing management plan may include the following items: Staff acquisition, resource calendars, staff release plan, training needs, recognition and rewards, compliance, and safety.

Answer option D is incorrect. The communications management plan defines project communication requirements and expectations.

Answer option C is incorrect. This is not a valid project management plan.

Answer option A is incorrect. The project schedule management will define when resources are needed and scheduled. But it will not define how resources are allowed to be released from the project.

**NEW QUESTION 161**

Beth works as a project manager for BlueWell Inc. Which of the following tools and techniques of Administer Procurements process will Beth use to manage contracts, and procurement documentation and records?

- A. Records Management System
- B. Performance reporting
- C. Inspection and Audit
- D. Payment System

**Answer:** A

**Explanation:**

A records management system is used to manage contract, and procurement documentation and records by the project managers. It includes specific set of processes, related control functions, and automation tools that are merged as part of the project management information system.

Answer option D is incorrect. Payment system determines the payments to the seller, which is processed by the account payable system of the buyer after certification of satisfactory work by the authorized person on the project team.

Answer option C is incorrect. Inspection and audits are required by the buyer and supported by the seller as mentioned in the procurement contract during execution of the project to verify the compliance in the seller's work processes or deliverables.

Answer option B is incorrect. Performance reporting offers the management with the information about how effectively the seller is achieving the contractual objectives.

**NEW QUESTION 163**

You are the project manager of the GHY project. Your project has a BAC of \$675,000 and is forty percent complete though you were supposed to be forty-five percent complete. Due to some errors early in the project, you had to spend \$278,000 of your project's budget to reach this point. Management is asking for a variance report. What part of your project has the largest variance?

- A. Cost, with a variance of -\$8,000
- B. Schedule, with a variance of -\$33,750
- C. Cost, with a variance of \$278,000
- D. Schedule, with a variance of -\$20,000

**Answer:** B

**Explanation:**

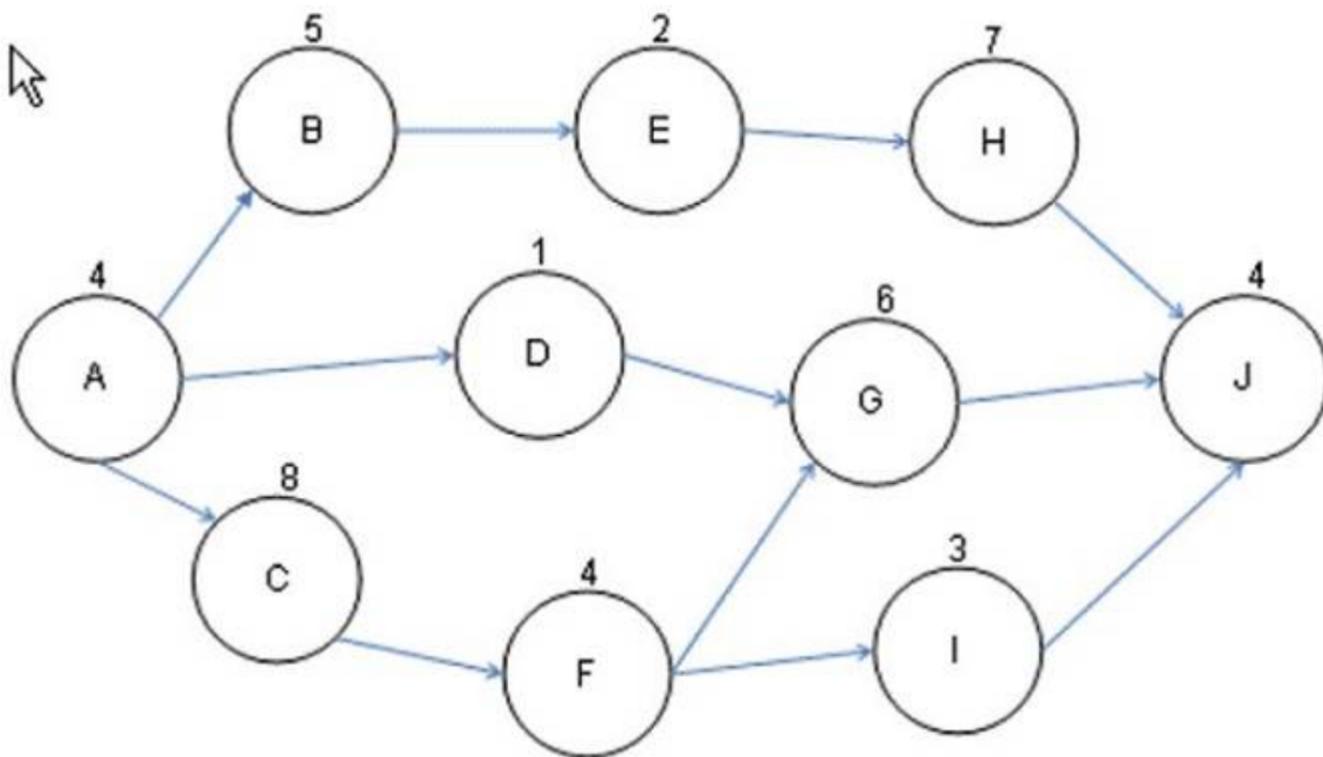
Your schedule variance is -\$33,750. You can find this by using the formula earned value- minus planned.

Answer option C is incorrect. Cost is not the largest variance in the project.

Answer option A is incorrect. Cost is not the largest variance in the project (it is -\$8,000). Answer option D is incorrect. -\$20,000 is the variance at completion for the project.

**NEW QUESTION 165**

You work as the project manager for Blue Well Inc. You are working with your project team to schedule the days the project work will take place. You have created a project network diagram as shown in the figure:



Based on this diagram, find out the earliest day on which Activity G can be started.

- A. Day 13
- B. Day 7
- C. Day 22
- D. Day 17

**Answer: D**

**Explanation:**

The earliest Activity G can start is Day 17. This is because activities A, D, C, and F must all be completed before Activity G can start. Answer option A is incorrect. Day 13 does not account for Activity F since Activity F is also a predecessor to Activity G. Answer option C is incorrect. Day 22 is the earliest Activity G can finish. Answer option B is incorrect. Day 7 is not a valid answer.

**NEW QUESTION 169**

You are the project manager of the GYG Project. A new scope change is being considered for your project. You are concerned, however, that the scope change may add costs, risks, and adversely affect the project schedule. What project management process is responsible for evaluating the full effect of a proposed scope change on your project?

- A. Scope change control
- B. Schedule change control
- C. Integrated change control
- D. Change Control Board approval process

**Answer: C**

**Explanation:**

The integrated change control process reviews proposed changes and determines what effect the change will have on the entire project. This includes scope, time, cost, quality, human resources, communication, risk, and procurement. Integrated change control is a way to manage the changes incurred during a project. It is a method that manages reviewing the suggestions for changes and utilizing the tools and techniques to evaluate whether the change should be approved or rejected. Integrated change control is a primary component of the project's change control system that examines the affect of a proposed change on the entire project.

Answer option A is incorrect. Scope change control focuses only on the effect of the change on the project scope.

Answer option B is incorrect. Schedule change control focuses only on the effect of the change on the schedule.

Answer option D is incorrect. The Change Control Board is a committee of key stakeholders, usually management, the project manager, and the project customer, to evaluate proposed changes. This board, however, is not a project process.

**NEW QUESTION 174**

You work as a project manager for BlueWell Inc. Management has asked you to communicate with them whenever your project is about to reach a milestone so that they can review your project performance to date. Where can you find a list of the project milestones to anticipate management's request?

- A. Scope baseline
- B. Milestone list
- C. Project charter
- D. Project Schedule Management Plan

**Answer: B**

**Explanation:**

The milestone list is the best answer. A milestone list provides a sequence of indicators about project progress to date and achievements or goals, which are to be achieved. The milestone list is used in project management as an indication of progress through the achievement of a major project accomplishment. It is a project document that is not part of the project management plan. The list contains all the project milestones along with information indicating whether they are mandatory to achieve or not.

Answer option A is incorrect. The scope baseline is a collection of the project scope, the WBS, and the WBS dictionary.

Answer option D is incorrect. The project schedule management plan is not the best answer, as the milestone list is the most direct result.

Answer option C is incorrect. The project charter is not the best answer for identifying the milestones.

**NEW QUESTION 178**

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

**Answer: C**

**Explanation:**

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.

**NEW QUESTION 183**

Which of the following group activity techniques allows a large number of ideas to be sorted into groups for review and analysis?

- A. Idea/mind mapping
- B. Nominal group technique
- C. Delphi technique
- D. Affinity diagram

**Answer: D**

**Explanation:**

The various group creativity techniques are as follows: Brainstorming: It is a technique used to generate and collect multiple ideas related to the project and product requirements. Nominal group technique: It is a technique used to enhance brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization. Delphi technique: It is a techniques used to identify potential risk. In this technique, the responses are gathered via a questionnaire from different experts and their inputs are organized according to their contents. Idea/mind mapping: It is a technique used to map the ideas generated by brainstorming to reflect the commonality and differences in understanding and generating new ideas. Affinity diagram: It is a technique used to allow a large number of ideas to be sorted into groups for review and analysis.

**NEW QUESTION 184**

Don is the project manager of the NQP project for his organization. This project is scheduled to last for 18 months and will have several elements of the project that have government regulations. Management is concerned with the regulations and would like Don to report on the activities that will be affected by the regulations. Which of the following documents should Don refer to, for the information on the activities and the regulations?

- A. Risk management plan
- B. Activity list
- C. Activity list and attributes
- D. Risk register

**Answer: C**

**Explanation:**

The activity list and the attributes will contain the information about the activities that interact with the government regulations.

Answer option A is incorrect. The risk management plan communicates how the risks will be identified, analyzed, responded to, and monitored.

Answer option D is incorrect. The risk register is a list of all the risk events for the project. Answer option B is incorrect. The activity list is not a detailed enough answer for this question.

**NEW QUESTION 189**

John works as a project manager for BlueWell Inc. His project has a budget of \$795,000 and he has spent \$325,000 on the project. But, he has completed only 40 percent of the project work till now. Management wants to know what the project's cost performance index is. What value will John report?

- A. 0.76
- B. 0.85
- C. 0.80
- D. 0.92

**Answer: D**

**Explanation:**

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 instance, it's

$$EV = 0.40 * 750,000$$

$$= 300,000$$

$$CPI = EV/AC$$

$$= 300,000/325,000$$

$$= 0.92$$

#### NEW QUESTION 192

Della works as a Project Manager for BlueWell Inc. A number of projects are running under her guidance. You, being a team leader of a project, provide Della the performance indexes of your project. The schedule variance (SV) of your project is zero. What does this figure depict?

- A. Project is right on target.
- B. Project is ahead of the schedule.
- C. Project is behind the schedule.
- D. Costs are higher than planned.

**Answer:** A

#### Explanation:

According to the question, the schedule variance (SV) of the project is zero. A value of 0 indicates that the project is right on target. 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 C is incorrect. The negative SV means that project is behind the schedule. Answer option D is incorrect. This result can be drawn by looking at the cost variance (CV) of the project.

Answer option B is incorrect. The positive SV depicts that the project is ahead of the planned schedule.

#### NEW QUESTION 195

You are the project manager for your organization. You are working with your project team to define the project network diagram. Several of the activities in the project schedule appear to have external constraints. Who among the following determines which dependencies are external to the project?

- A. Project team
- B. Project sponsor
- C. Project manager
- D. Project management team

**Answer:** D

#### Explanation:

The project management team defines which activities are external to the project. An external dependency is any nonproject activity that is external to the project but has a direct impact on the project activities. An external dependency may be an inspector or any agency that may have to give prior approval before the project can move forward. These dependencies are external to the organization and are determined by the project management team to find which dependencies are external all through the process of sequencing the activities.

Answer option C is incorrect. The project manager may be part of the project management team, but this is not the best choice.

Answer option A is incorrect. The project team does not define this relationship. Answer option B is incorrect. The project sponsor would not define the external dependencies.

#### NEW QUESTION 200

Virginia is the project manager for her company. She has used a previous project as a basis for her current project because they are similar in nature. Virginia has adapted nearly all of the previous project plans for her current project - including the project schedule, risk register, and communications management plan. She has worked with management to update the plans to adapt them to the current project. What are the previous project management plans called in this instance?

- A. Expert judgment
- B. Analogous estimate
- C. Templates
- D. Parametric estimate

**Answer:** C

#### Explanation:

The best answer for this question is a template. When projects adapt previous project plans for the current project, it is an example of a project template. Template is an activity list or a part of the activity list taken from the previous project and used in a new project.

Answer option D is incorrect. A parametric estimate is an estimate that uses a parameter to predict the costs of the project, such as cost per network drop or cost per software license. Parametric estimating technique utilizes the statistical relationship that exists between a series of historical data and a particular delineated list of other variables.

Answer option A is incorrect. Expert judgment is not the best choice for this question. Expert judgment is a technique based on a set of criteria that has been acquired in a specific knowledge area or product area. It is obtained when the project manager or project team requires specialized knowledge that they do not possess. Expert judgment involves people most familiar with the work of creating estimates. Preferably, the project team member who will be doing the task should complete the estimates. Expert judgment is applied when performing administrative closure activities, and experts should ensure the project or phase closure is performed to the appropriate standards.

Answer option B is incorrect. 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.

#### NEW QUESTION 202

You are the project manager for your organization. You are working with your project team to create the schedule baseline for your project. You will also be creating the schedule data for this project. The schedule data typically includes all of the following except for which one?

- A. Risk activities
- B. Schedule activities
- C. Activity attributes
- D. Schedule milestones

**Answer:** A

**Explanation:**

Risk activities are not part of the schedule data. Risk is documented in the risk register, and monitored and controlled throughout the project. In some instances, risk may be part of the activity attributes. The schedule data includes the schedule milestones, schedule activities, activity attributes, and the assumptions and constraints. The schedule data includes the schedule activities, schedule milestones, activity attributes, and documentation of all known assumptions and constraints. The sum of additional data varies by application area. The schedule data commonly supplied as supporting details includes: Resource requirement by time period, frequently in the category of histogram Alternative schedules, such as best case or worst case, or resource leveled, with or without imposed dates Scheduling of contingency reserves  
 Answer option D is incorrect. Schedule milestones are part of the schedule data. a Answer option B is incorrect. Schedule activities are part of the schedule data  
 Answer: option C is incorrect. Activity attributes are part of the schedule data.

**NEW QUESTION 204**

Cathy is the project manager of the NNQ Project. She currently has completed 45 percent of the project but was scheduled to have 65 percent of the project completed. This project has a budget of \$344,000 and was scheduled to last four months. Cathy has spent \$198,998 to date on the project. Based on this information, what is the estimate at completion for the NNQ Project?

- A. -\$98,217.78
- B. -\$44,198
- C. \$441,025.64
- D. \$243,219.78

**Answer: C**

**Explanation:**

The estimate at completion (EAC) formula is the Budget at Completion (BAC)/Cost Performance Index (CPI). In this instance, the CPI is .78 and the BAC is \$344,000. Cathy's project isn't doing too well.  
 Answer option D is incorrect. This value represents the estimate to complete for the project.  
 Answer option B is incorrect. This value represents the negative cost variance.  
 Answer option A is incorrect. This value represents the negative value the project will have once all the work is completed.

**NEW QUESTION 208**

You work as the project manager for BlueWell Inc. You are recording the activity status for your project team's performance in the project. Based on the current performance your project is likely to be three months late. What type of communication should be generated based on this performance issue?

- A. Issue report
- B. Exceptions report
- C. Variance analysis
- D. Performance report

**Answer: D**

**Explanation:**

A performance report is needed to communicate the variance between planned work and actual work. A performance report is made by the project team detailing activities, milestones, problems, accomplishments, and identified issues. Performance reports are used to report some key information as follows: Current status Scheduled activities Significant accomplishment for the period Forecasts Issues  
 Answer option A is incorrect. An issue report is not the best answer for this scenario. Issues are recorded in the issue log and an issue owner is assigned.  
 Answer option B is incorrect. An exceptions report is a tempting answer as this is an exception to the project. PMI does not use this terminology.  
 Answer option C is incorrect. Variance analysis is the activity of reviewing the variance to determine why it exists.

**NEW QUESTION 213**

Billy is the project manager of the PQW Project and she has an assigned project budget of \$655,000. Currently she is 80 percent complete with the project though she was scheduled to be 100 percent done by this date. She has spent \$490,000 to date and other than the project schedule, which was delayed because of a vendor, the project is going well. What should Billy report as her schedule performance index for this project?

- A. 1.23
- B. 100 percent because the vendor caused her lateness
- C. .80
- D. \$524,000

**Answer: C**

**Explanation:**

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. You can find the planned value by multiplying where Billy should be in the project, 100 percent, by the project's budget. In this instance the planned value is \$655,000 because she is to be 100 percent complete. Answer option B is incorrect. The SPI simply reports a value not an explanation.  
 Answer option A is incorrect. 1.23 is the cost performance index for the project. Answer option D is incorrect. \$524,000 is the earned value for the project.

**NEW QUESTION 217**

Vicky is the project sponsor of Robert's project. She has requested several changes for the project scope and these changes have, of course, been approved. Robert needs to incorporate the project scope changes into the activity list. Where else should Robert reflect these project changes?

- A. Project final report
- B. Scope baseline
- C. Quality control mechanism
- D. Cost baseline

**Answer:** B

**Explanation:**

All scope changes should also be updated in the project scope baseline. The scope baseline is the project scope statement, work breakdown structure (WBS), and the WBS dictionary.

Answer option D is incorrect. If the changes affect cost then the cost baseline would also be updated. The question did not indicate that there would be a change in the project cost. Answer option C is incorrect. Quality control does not change. It always reflects the demands of the project scope.

Answer option A is incorrect. The project final report evaluates the success and failures of the project scope.

**NEW QUESTION 219**

You are the project manager for your organization. You have created the project schedule and have presented it to the management for their approval. Management decides to enforce resource leveling heuristics on your project schedule. What will likely happen to your project now?

- A. It will require fewer resources due to the cut in the project scope.
- B. It will require additional resources for the additions to the project scope.
- C. It will require additional resources if it is to finish in the same amount of time, as originally predicted.
- D. It will require a new scope baseline to reflect the management change in the project approach.

**Answer:** C

**Explanation:**

Resource leveling heuristics limits the amount of time a resource is allowed to work in a given time period. This action typically increases the project duration. By adding additional resources to effort-driven activity the project can still complete, often, in the same schedule, otherwise the duration of the project will increase.

Answer option B is incorrect. Resource leveling heuristics does not change the project scope.

Answer option A is incorrect. This is not an instance of cutting the project scope. Answer option D is incorrect. The project scope baseline is not affected by resource leveling heuristics.

**NEW QUESTION 223**

Gary is the project manager of the NGH project for his organization. He and the project team have created the initial WBS. Before Gary and the project team begin creating the activity list, Gary wants the project team to help him create a unique numbering system for the deliverables identified in the WBS. What numbering system can Gary and the project team apply to the WBS to identify the components of the WBS?

- A. Code of accounts
- B. Chart of accounts
- C. Component numbering
- D. Activity linkage sequencing

**Answer:** A

**Explanation:**

The code of accounts is a hierarchical numbering system that uniquely identifies each deliverable of the WBS and segments the WBS by levels of numbering.

Answer option C is incorrect. Component numbering is not a valid term for project management.

Answer option B is incorrect. A chart of accounts is a financial tracking and assignment tool for common deliverables and activities an organization performs for its customers.

Answer option D is incorrect. Activity linkage sequencing is not a valid project management term.

**NEW QUESTION 224**

You are the project manager of the MQQ project. Unfortunately, this project is not performing well and you must do something to address the problems in your project. Based on your planning for monitoring and controlling project performance, you know that there are three outputs of performance reporting. Which one of the following is the only output that is most appropriate for this poorly performing project?

- A. Organizational process assets update
- B. Performance reports
- C. Performance re-baselining
- D. Change requests

**Answer:** D

**Explanation:**

Change requests are an output of performance report, and allow the project manager to address corrective actions and preventive actions to help the project get back in alignment with performance baselines.

Answer option B is incorrect. While performance reports are an output of the performance reporting, these reports do not specifically address the problems in the project.

Answer option A is incorrect. Updating the organizational process assets is an important activity, but it does not address the poor performance directly.

Answer option C is incorrect. Performance re-baselining is not an output of performance reporting so this choice is not valid.

**NEW QUESTION 229**

Tom is the project manager for the ABC Construction Company. As part of the project scheduling for the construction of a new office building, he has allotted time for the inspectors of the building structure, as well as electrical, plumbing, and safety into the project's schedule. These inspectors can be considered what type of dependency in the project?

- A. Mandatory dependencies
- B. Required dependencies
- C. Discretionary dependencies
- D. External dependencies

**Answer:** D

**Explanation:**

An external dependency is any nonproject activity that is external to the project but has a direct impact on the project activities. An external dependency may be an inspector or any agency that may have to give prior approval before the project can move forward.

Answer option B is incorrect. Required dependency is not a valid term to describe a dependency.

Answer option A is incorrect. Mandatory dependencies describe the required order in which the project work must take place - such as foundation before framing, or the operating system installed before the application may be installed.

Answer option C is incorrect. Discretionary dependencies describe the optional order of the project work, such as painting the walls before installing the carpet.

#### NEW QUESTION 234

A project manager is reviewing her project performance. Her project has a BAC of \$950,000 and is currently 40 percent complete, though it was scheduled to be 45 percent complete at this time. Her project has spent \$387,526. Management would like to know if there is a schedule variance. What is the planned value for this project?

- A. -\$47,500
- B. 0.89
- C. \$427,500
- D. 0.98

**Answer: C**

#### Explanation:

The planned value is the percentage of where the project should be times the budget at completion. In this instance, it is 45 percent of the \$950,000. Here, it can be calculated as follows:  $PV = 45\% \text{ of BAC} = 0.45 * 950,000 = 427,500$  Planned value (PV) is the authorized budget assigned to the schedule work to be accomplished for a schedule activity or work breakdown structure component. It serves as a baseline against which actual performance is measured. The theory of planned value is of vital importance to the project management team and it is important to keep careful track of this. The term planned value can also be in some situations referred to by the project management team and the project management team leader as the budgeted cost of work scheduled (BCWS).

Answer option A is incorrect. -\$47,500 is the schedule variance ( $SV = EV - PV$ ). Answer option B is incorrect. This is the schedule performance index ( $SPI = EV/PV$ ). Answer option D is incorrect. This is the cost performance index ( $CPI = EV/AC$ ).

#### NEW QUESTION 236

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

**Answer: D**

#### Explanation:

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.

#### NEW QUESTION 238

Which of the following techniques is used in businesses to determine the effect different costs or investments have on profit and other financial indicators?

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

**Answer: C**

#### Explanation:

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 WISA. 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 A is incorrect. The schedule analysis is the review of the schedule, but does not examine other possibilities for completing the project work.

Answer option D is incorrect. The root cause analysis helps to determine the reasons why the project is running late.

Answer option B is incorrect. The resource leveling causes the project's duration to increase. It is a technique that resolves resource conflicts by delaying tasks within their slack allowances. The resource leveling is the process in which project teams come across problems when developing their project schedules.

#### NEW QUESTION 239

You are the project manager for your organization. Your project will be utilizing a piece of equipment during its process of completion. There is some concern that your project's use of the equipment may conflict with another project. What document will help you determine when and how long you will use the shared equipment?

- A. Project schedule
- B. Project scope
- C. Project calendar
- D. Resource calendar

**Answer:** D

**Explanation:**

The resource calendar defines when and how long a resource will be utilized. Not all resources are human - facilities, equipment, and other things are resources that must be scheduled. A resource calendar is used to make sure that work resources (people and equipment) are scheduled only when they are available for work. They affect a specific resource or category of resources. By default, the working time settings in the resource calendar are the same as in the project calendar. However, a user can customize the resource calendar to show individual schedule information, such as vacations, leaves of absence, or equipment maintenance time.

Answer option B is incorrect. The project scope would not address resource utilization. Answer option A is incorrect. The project schedule is not the best answer for this question. The project schedule is an in depth plan of the important project phases, activities, milestones, tasks, and the resources allocated to each task. Answer option C is incorrect. The project calendar documents when the project work will take place, not the utilization of resources.

**NEW QUESTION 243**

Maurice is the project manager of the NHQ Project and his project team has just finished the project activities. The quality control team reports that the project deliverables are perfect. The only thing left to in the project is to verify scope. This process will be performed by the project stakeholders. Maurice is required to submit a final project report and report on the project performance. Maurice's project had a budget of \$234,000 but the project spent \$245,000. In the final report management wants to know the project's cost performance index (CPI). What value should Maurice report?

- A. -\$11,000
- B. .96
- C. There is not enough information to know.
- D. 1

**Answer:** B

**Explanation:**

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 instance, the earned value is \$234,000 as the project work is 100 percent. The actual costs are \$245,000.

Answer option D is incorrect. This is the schedule performance index value. Answer option A is incorrect. This is the variance at completion for the project. Answer option C is incorrect. There is enough information to find the answer.

**NEW QUESTION 248**

Della works as a project manager for BlueWell Inc. She has asked her assistant Beth to provide activity duration estimate for an activity. Beth provides Della the following estimate chart:

Estimates	Duration (Days)
Pessimistic (TP)	24
Most likely (TM)	28
Optimistic (TO)	36

What will be the activity duration according to the PERT three-point analysis?

- A. 19
- B. 24
- C. 29
- D. 46

**Answer:** C

**Explanation:**

A three-point estimate records the optimistic, most likely, and the pessimistic duration and then records an average for the predicted duration. Three-point estimate is a way to enhance the accuracy of activity duration estimates. This concept is originated with the Program Evaluation and Review Technique (PERT). PERT charts the following three estimates: Most likely (TM): The duration of activity based on realistic factors such as resources assigned, interruptions, etc. Optimistic (TO): The activity duration based on the best-case scenario Pessimistic (TP): The activity duration based on the worst-case scenario The expected (TE) activity duration is a weighted average of these three estimates:  $TE = (TO + 4TM + TP) / 6$

Duration estimates based on the above equations (sometimes simple average of the three estimates is also used) provide more accuracy.

Here it is,

$$TE = (24 + 28 \times 4 + 36) / 6$$

$$= 272 / 6$$

$$= 29 \text{ (approx)}$$

Answer options B, D, and A are incorrect. These are not the valid answers for this question.

**NEW QUESTION 253**

What is the formula to find the schedule performance index?

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

**Answer:** C

**Explanation:**

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.

#### **NEW QUESTION 256**

Ned is the project manager of the HYQ Project. In Ned's project, the management has requested that he enforce resource leveling so that the maximum amount of hours in the project per worker will not exceed 25 hours per week. Ned's pay is based on how quickly he can complete the project work. What must Ned do to accommodate the change in the resource allotment if he has to finish the project on time?

- A. Crash the project.
- B. Add more risk mitigation.
- C. Reduce the amount of labor.
- D. Reduce the project scope.

**Answer:** A

#### **Explanation:**

The change in the amount of labor Ned is allowed to use will cause his project schedule to increase thereby affecting the project end date. Crashing the project will allow Ned to add

more resources while still keeping each resource to a maximum of 25 hours per week. Answer option D is incorrect. Ned likely does not have control over descopeing decisions. Answer option C is incorrect. Reducing the project labor is what resource leveling does. Answer option B is incorrect. Adding risk mitigation won't necessarily help Ned finish the project faster.

#### **NEW QUESTION 258**

Robert is the project manager for his organization. Management has asked Robert to provide them with the metric he uses to measure deliverables status, costs incurred, and especially how he measures the schedule progress for schedule adherence. What project component could Robert provide for management?

- A. Milestone list
- B. Cost management and the project schedule
- C. Work performance measurements
- D. Project management plan

**Answer:** C

#### **Explanation:**

Work performance measurements are metrics that are defined to collect performance and progress of the project. Typical metrics are deliverables, schedule, and costs, though additional metrics, such as quality, can be added. Work performance measurements are created from the work performance information. WPMs are an output of Control schedule, Control cost, and Control scope processes, which are monitoring and controlling processes. WPMs consist of planned versus actual performance indicators with respect to scope, schedule, and cost. They are documented and communicated to the stakeholders and are used to make project activity metrics, such as the following: Planned vs. Actual Technical performance and Scope performance Planned vs. Actual Schedule performance Planned vs. Actual Cost performance

Answer option D is incorrect. The project management plan is too broad and is not the best choice.

Answer option B is incorrect. The cost management plan and the project schedule would not provide all the information that management has requested.

Answer option A is incorrect. The milestone list does not include performance metrics.

#### **NEW QUESTION 259**

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