

# PMI

## Exam Questions PMI-SP

PMI Scheduling Professional Practice Test



#### NEW QUESTION 1

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

- A. Process boundaries
- B. Process configuration
- C. Targets for improved performance
- D. Identification of project risks

**Answer: D**

#### Explanation:

Identification of the project risks is not part of the process improvement plan. Identify risks is a risk management process, and risks are recorded in the risk register.

Answer options A, B, and C are incorrect. Process boundaries, Process configuration and Targets for improved performance are parts of the process improvement plan.

#### NEW QUESTION 2

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 3

Mary is the project manager for her company. She's working with the project team to compress the project schedule as the project must be completed by December 30. For some of the project activities, she and the project team have agreed to crash the project work. What must be true of these project activities for crashing to be acceptable?

- A. The activities must be of fixed duration.
- B. The activities must be effort-driven.
- C. The activities must not be susceptible to the Law of Diminishing Returns.
- D. The activities must be risk-free.

**Answer: B**

#### Explanation:

Crashing is the addition of project resources to complete effort-driven activities in faster time. By adding more labor the activity can be completed faster. Crashing is a schedule compression technique to obtain the greatest amount of compression for the least incremental cost. Crashing works for activities where additional resources will shorten the duration. Approving overtime, bringing in additional resources, paying to expedite delivery to activities on the critical path are examples of crashing.

Answer option A is incorrect. An activity of fixed duration, such as printing 100,000 brochures in a printing press, won't be completed faster by adding more effort.

Answer option D is incorrect. Activities need not be risk-free to use project crashing. Answer option C is incorrect. All effort-driven activities are susceptible to the Law of

Diminishing Returns. By adding more labor the value of the yield of the work decreases because of the cost of the labor added to the project work.

#### NEW QUESTION 4

You are a project manager in a matrix environment and management is concerned about the utilization of the resources on your project team and when you'll release them. What project management plan will guide how and when project resources will be released from the project team?

- A. Project Human Resources Management Plan
- B. Project Staffing Management Plan
- C. Project Communications Management Plan
- D. Project Schedule 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 C is incorrect. The communications management plan defines project communication requirements and expectations.

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

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

#### 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 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 supposed 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. -\$48,654
- B. 13 percent
- C. -\$225,000
- D. 0.98

**Answer:** C

#### Explanation:

he 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.  $SV = 2,025,000 - 2,250,000 = -225,000$  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 A is incorrect. This is the cost variance for the project. Answer option B is incorrect. 13 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 8

You are the project manager of the HQQ Project. Your project is running late by ten percent of where you should be at this time. Management is concerned.

Considering that the project has a BAC of \$567,899, you are thirty percent complete, and you have spent \$179,450. What is this project's to-complete performance index based on the current BAC?

- A. 1.02
- B. 0.010
- C. 0.75
- D. 0.95

**Answer:** A

#### Explanation:

This project is not performing well on schedule, but moderately well on costs. The project's TCPI based on the current BAC is 1.02. To-complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EAC. TCPI indicates the future required cost efficiency needed to achieve a target EAC (Estimate At Complete). Once approved, the EAC supersedes the BAC as the cost performance goal. Any significant difference between TCPI and the CPI needed to meet the EAC should be accounted for by management in their forecast of the final cost. The formula for TCPI is as follows:

$TCPI = \{(BAC-EV)/(BAC-AC)\}$

Answer option D is incorrect. 0.95 is the project's TCPI value based on the estimate at completion.

Answer option C is incorrect. 0.75 is the project's schedule performance index. Answer option B is incorrect. 0.010 is not a valid calculation.

#### NEW QUESTION 9

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 10

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

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

**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

Which of the following individuals has a management role in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance?

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

**Answer:** B

#### Explanation:

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.

Answer option C 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. 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. 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.

#### NEW QUESTION 12

Lily works as a project manager for BlueWell Inc. She has recorded the following duration estimates for an activity in her project: optimistic 35, most likely 50, and pessimistic 95. What time will she record for this activity?

- A. 48
- B. 55
- C. 54
- D. 40

**Answer:** B

#### Explanation:

This is an example of three-point estimate. 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,  $TE = (35 + 50 \times 4 + 95) / 6 = 330 / 6 = 55$ .

**NEW QUESTION 15**

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 17**

Management is concerned about your project. They want to know how the project is performing specifically the schedule performance index. What formula do you use to find the schedule performance index?

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

**Answer: D**

**Explanation:**

The schedule performance index is earned value divided by planned value. The closer the result is to 1, the better the project is performing.

Answer option B is incorrect. This is the cost variance formula.

Answer option C is incorrect. This is the formula to find schedule variance. Answer option A is incorrect. This is not a valid formula.

**NEW QUESTION 19**

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 20**

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 be 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 21**

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 24**

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 25**

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 27**

Holly is the project manager of her project. She has chosen to crash the project due to time constraints that have been imposed on her project. When Holly crashes the project what project document must be updated to reflect this change to the approach?

- A. Develop schedule process
- B. Risk register
- C. Project risk management plan
- D. Activity attributes

**Answer:** D

**Explanation:**

When Holly adds resources to the project, as in this instance, she will need to update the activity attributes to reflect the new labor. Activity attributes are an output of the Define Activity process. These attributes refer to the multiple components that frame up an activity. The components for each activity during the early stages of the project are the Activity ID, WBS ID, and Activity name. At the later stages, the activity attributes include Activity codes, Predecessor activity, activity description, logical relationship, successor activity, leads and lags, imposed dates, and constraints and assumptions. Activity attributes are used for schedule development and for ordering, selecting, and sorting the planned schedule activities in a number of ways within reports. In project document updates, activity attributes are updated to include any revised resource requirements and other revision generated by the develop schedule process.

**NEW QUESTION 31**

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 32**

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 33**

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 36**

You are the project manager of the NHT Project. This project has 12,345 office doors to install throughout a campus. Each of the doors costs the project \$456 and requires special hardware to electronically lock and open the doors. You've gathered the project team before they begin the installation for a hands-on training. As a group you and the project team install 50 doors following a checklist of instructions so that every door will be installed exactly the same throughout the campus and with minimal waste. This is an example of what project execution technique?

- A. Preventive action
- B. Defect repair validation
- C. Implemented corrective action
- D. Quality control

**Answer:** A

**Explanation:**

This is an example of a preventive action as you're working with the team before they install the doors to train them on the installation. The checklist is a quality control tool but the question was asking for a project execution activity. Preventive and corrective actions are part of project execution.

Answer option D is incorrect. Quality control is a controlling and monitoring process, not an executing process.

Answer option B is incorrect. The defect repair validation comes after the project team has corrected an error - something that has not occurred in this instance.

Answer option C is incorrect. Corrective action is a response to something that needs to be corrected in the project.

**NEW QUESTION 37**

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 38**

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 cost variance for this project that Fred needs to report to management?

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

**Answer:** B

**Explanation:**

The cost variance for the project is -\$51,000. You can find the cost variance by using the formula earned value minus planned value. In this instance, it is:  $CV = EV - AC = (0.60 * 2,456,900) - 1,525,140 = -51,000$

Answer option C is incorrect. -\$85,000 is the project's variance at completion. Answer option A is incorrect. \$122,845 is the project's schedule variance. Answer option D is incorrect. There is a cost variance on this project of -\$51,000.

**NEW QUESTION 43**

Holly is the project manager for her organization. She is creating the activity list and would like to tag those activities that are comprised of discrete effort. What is discrete effort?

- A. It is a term used to describe activities whose effort cannot be directly measured to the project objectives.
- B. It is a term used to describe activities whose effort can be directly measured and linked to the project objectives.
- C. It is a term used to describe activities that are supportive of the project work, but not linked to the project deliverables.
- D. It is a term used to describe activities that are core project management processes, but not core project activities.



**Answer:** B

**Explanation:**

Discrete effort is a term used to describe the work that can be measured and traced to the components in the work packages. It is the actual work to create the project deliverables. Discrete effort refers to the particular work effort that can be identified and traced as having a direct tie to the final completion of the project-related work breakdown structure components and the deliverables. It is necessary that all the efforts have a specific measurable end product or end result. Answer options A, D, and C are incorrect. These are not valid definitions of discrete effort.

**NEW QUESTION 45**

Winnie is the project manager for her company. She has been recording the actual durations of the project work to determine the actual progress of her project. Winnie needs to generate an updated project schedule based on project performance. She is using the supporting schedule data, manual scheduling methods, and her project management software to perform schedule network analysis. What other tool Winnie can use to help and generate an updated project schedule?

- A. Critical path method
- B. Schedule management plan
- C. Scheduling tool
- D. Critical chain method

**Answer:** C

**Explanation:**

The scheduling tool is the only other tool that can help Winnie to create an updated project schedule. The scheduling tool is used in combination with manual methods or further project management software to carry out the schedule network analysis to produce an updated project schedule.

Answer option A is incorrect. The critical path method can be analyzed, but it is a part of the project management information system. In addition, the critical path is not better or worse than the critical chain method so by having both answers among the choices both answers are cancelled.

Answer option D is incorrect. The critical chain method can be analyzed, but it is the part of the project management information system. In addition, the critical path is not better or worse than the critical path method so by having both answers among the choices both answers are cancelled.

Answer option B is incorrect. The schedule management plan may need to be referenced to create a new project schedule, but it is not a tool that Winnie can use.

**NEW QUESTION 50**

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 55**

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 59**

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 60**

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 64**

You work as a project manager for BlueWell Inc. Your project is falling behind though the project team reports that the actual durations of their work is what they estimated. You investigate the cause and determine that the project team is not starting their assignments early enough to finish their work on time. While the duration of the assignments may be in synchronization with the duration estimates, the completion time is causing the project schedule to slip from the baseline. What can you do to rectify this problem?

A. Increase the duration estimates for each activity.

B. Discipline the project team.

C. Add management reserve.

D. Corrective actions.

**Answer: D**

**Explanation:**

Corrective actions should be taken to move the results of the project work back into alignment with the project scope. The project team must start their activities on time and finish on time. 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 schedulesImprovements to material handling or storage

Answer option C is incorrect. Management reserve is time and funds allotted for unforeseen issues and risks within the project.

Answer option A is incorrect. Padding each estimate may cause the project to succumb to Parkinson's Law: work expands to fill the amount of time allotted to it. In addition, the project team may still delay the start time of their project assignments.

Answer option B is incorrect. Disciplining the project team may be a good option if the problem continues. The best option is to first apply corrective actions.

**NEW QUESTION 65**

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 66**

Tom works as the project manager for BlueWell Inc. He is working with his project to ensure timely and appropriate generation, retrieval, distribution, collection, storage, and ultimate disposition of project information. What is the process in which Tom is working?

- A. Work performance measurement
- B. Stakeholder expectation management
- C. Project communication management
- D. Stakeholder analysis

**Answer:** C

**Explanation:**

Tom is working with the project communication management process, as it is required to ensure the timely disposition of project information. Project Communications Management is one of the nine Knowledge Areas. It employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The following processes are part of Project Communications Management:

Identify Stakeholders  
Plan Communications  
Distribute information

Manage Stakeholder Expectations

Report Performance

The Project Communications Management processes provide the critical links among people and information that are necessary for successful communications. These processes interact with each other and with the processes in the other Knowledge Areas as well.

Answer option B is incorrect. Managing stakeholder expectation is the process of working and communicating with the stakeholders to meet their requirements.

Answer option A is incorrect. Work performance measurement uses the information to create project activity metrics to evaluate actual progress compared to planned progress. Answer option D is incorrect. Stakeholder analysis is the process of gathering and analyzing quantitative and qualitative information to determine the interest of the stakeholders. You are the project manager for your organization. Management has asked you to document the holidays, weekends, and other corporate working hours, which will supersede the project timings for your schedule. Which calendar will communicate to the project stakeholders, when the project work will take place within the organization?

**NEW QUESTION 70**

You are the project manager for the NHQ project. The management has reminded you that you must not allocate any project team member for more than 25 hours per work week on your project. This policy is because your organization is in a weak matrix and the project team members are on several projects at once within the organization. The 25-hour limit per resource is an example of which one of the following?

- A. Expert judgment
- B. Enterprise environmental factor
- C. Resource limitation
- D. Organizational process asset

**Answer:** B

**Explanation:**

The limit on each work is an organizational policy for each project. Policies, rules, and organizational requirements are the enterprise environmental factors.

Answer option D is incorrect. Organizational process assets are things that have been created for the project manager, such as software, templates, guidelines, and other resources that will assist the project manager in completing the project.

Answer option C is incorrect. While this could be a resource limitation, it is not a valid project management term. Resource leveling heuristics or a project constraint would have been acceptable answers.

Answer option A is incorrect. Expert judgment happens, when the project manager relies on someone with more knowledge on a topic to help the project manager make the best project decision.

**NEW QUESTION 74**

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 75**

Lara has been assigned to a construction project. The project includes constructing a residential building with fifty flats. On which of the following events will the project be considered successful?

- A. The project meets or exceeds the expectations of the stakeholders.
- B. The building is complete and handed over to the authority concerned.
- C. The keys of the first flat are handed over to the owner of the flat.
- D. Successful possession of all flats is made.



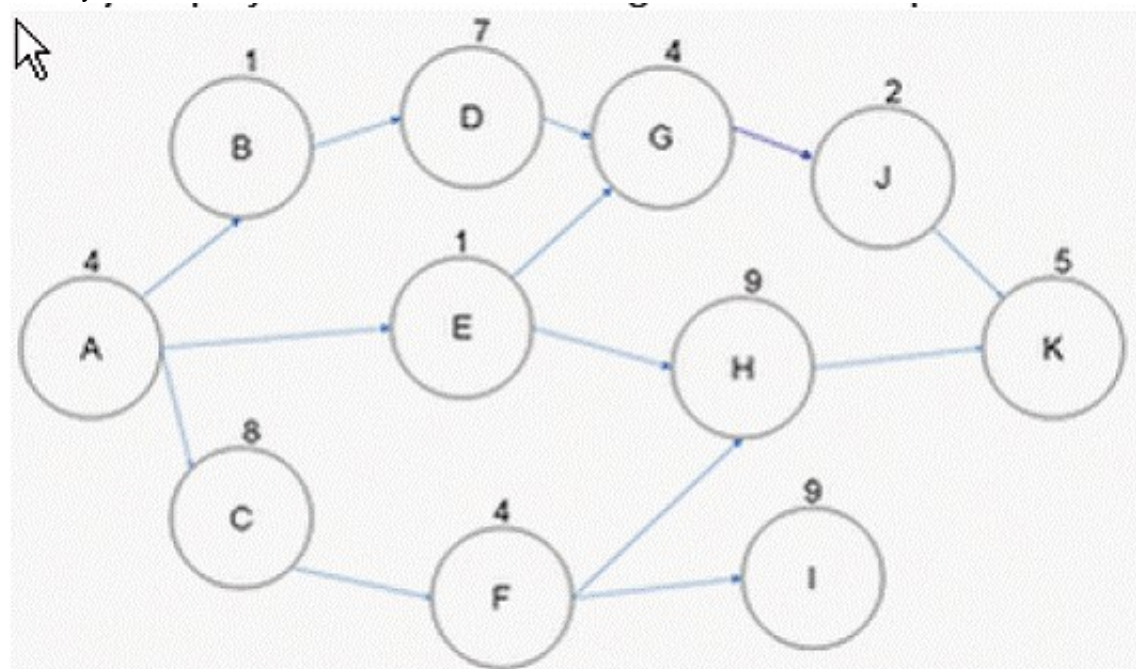
**Answer:** A

**Explanation:**

A project is considered successfully completed when the stakeholder needs and expectations are met or exceeded. What is a project? In project management a project consists of a temporary endeavor undertaken to create a unique product, service or result. An other definition is a management environment that is created for the purpose of delivering one or more business products according to a specified business case. Project have the following characteristics: They are unique. They are temporary in nature and have a definite beginning and ending date. They are completed when the project goals are achieved. Their success is measured by evaluating whether they meet or exceed expectations of the stakeholders. Project objectives define target status at the end of the project, reaching of which is considered necessary for the achievement of planned benefits. A project should be specific, measurable achievement, achievable, realistic, time bounded, ethical and recorded. The evaluation (measurement) occurs at the project closure. However a continuous guard on the project progress should be kept by monitoring and evaluating. Who are project stakeholders? Project stakeholders are those entities within or without an organization, which: Sponsor a project or, Have an interest or a gain upon a successful completion of a project. Examples of project stakeholders include the customer, the user group, the project manager, the development team, the testers, etc. Stakeholders are anyone who has an interest in the project. Project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion. They may also exert influence over the project's objectives and outcomes. The project management team must identify the stakeholders, determine their requirements and expectations, and, to the extent possible, manage their influence in relation to the requirements to ensure a successful project. Answer options D, C, and B are incorrect. These events are not the measurement of the project's success.

**NEW QUESTION 80**

You work as a project manager for BlueWell Inc. By referring to the figure given below, you along with your project team is calculating the latest completion of an activity.



What is the latest your project team can complete Activity I?

- A. Day 29
- B. Day 26
- C. Day 25
- D. Day 30

**Answer:** D

**Explanation:**

Activity I can actually take all the way to Day 30 to complete. Note in the figure that Activity I does not need to be completed before Activity K can begin. This allows Activity I to take until Day 30 to complete as its late finish.

Answer option C is incorrect. This is the earliest Activity I may finish. Answer options B and A are incorrect. These are not the valid calculation.

**NEW QUESTION 81**

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 84**

You are the project manager of the NHQ project. Your project has a budget of \$1,258,456, and is scheduled to last for three years. Your project is currently forty percent complete



though it should be forty-five percent complete. In order to reach this point of the project, you have spent \$525,000. Management needs a performance report regarding the NHQ project. Management is concerned that this project will be over budget upon completion. Management would like to create a report telling them how much more the project will need to complete. What value should you tell management?

- A. \$566,305
- B. \$787,504
- C. \$1,312,504
- D. \$733,456

**Answer: B**

**Explanation:**

The project will need \$787,504 more to complete. This formula, the estimate to complete, is estimate at completion minus the actual costs. Here,

$CPI = EV/AC = (0.40 * 1,258,456) / 525,000 = 0.95882$ , and  $ETC = EAC - AC$

$= (BAC/CPI) - AC$

$= (1,258,456 / 0.95882) - 525,000$

$= 1,312,504 - 525,000$

$= 787,504$

The estimate to complete (ETC) is the expected cost needed to complete all the remaining work for a scheduled activity, a group of activities, or the project. ETC helps project managers predict what the final cost of the project will be upon completion. The formula for the ETC is  $EAC - AC$ . The EAC is  $BAC/CPI$ .

Answer option C is incorrect. This is the estimate at completion. Answer option A is incorrect. This is the planned value.

Answer option D is incorrect. This is not a valid value based on the current project performance.

**NEW QUESTION 89**

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 92**

John works as the project manager for Blue Well Inc. He is identifying the phases within the scope of work for the project plan. Which of the following can be categorized as a project phase? Each correct answer represents a complete solution. Choose all that apply.

- A. Concrete
- B. Pre-construction
- C. Engineering
- D. Conceptual engineering

**Answer: BCD**

**Explanation:**

A phase is a combination of associated activities that represent a distinct stage within a project. A phase can have distinct start and finish dates and include several stages of planning and work. Each project has a defined scope of work, such as a unique product or service. Some examples of phases within the scope of work for a project plan are conceptual engineering, pre-construction, and engineering.

Answer option A is incorrect. Concrete is an activity, not a project phase.

**NEW QUESTION 94**

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

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

**Answer: C**

**Explanation:**

A stakeholder analysis matrix is a simple table that identifies stakeholders, their attitude towards the project, their perceived threats and concerns, and strategies the project manager can use to gain stakeholder support and remove obstacles.

Answer option A is incorrect. Stakeholder identification tools are not a precise answer for this question.

Answer option D is incorrect. The communications management plan is a broad plan and may reference the stakeholder analysis matrix, but it is not the best answer for this question.

Answer option B is incorrect. In some cases the project manager could rely on expert judgment, but in all projects the project manager can use a stakeholder analysis matrix.

**NEW QUESTION 98**

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

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

**Answer:** B

**Explanation:**

If a resource leveling heuristic, such as 45 hours maximum per time period, is enforced on the project, then the project schedule will take longer to complete. What is resource leveling heuristics? Resource leveling heuristics is a prioritization method that allocates inadequate resources to critical path activities first. It is a schedule network analysis technique useful to a schedule that has already been analyzed by the critical path method. It is used when shared or critical essential resources are only available at certain times, in limited quantities, or to keep resource usage at a constant level. It is a technique that resolves resource conflicts by delaying tasks within their slack allowances. Resource leveling is the process in which project teams come across problems when developing their project schedules. If a company has multiple projects running simultaneously that require the same resources, then problems can arise. It can often cause the critical path method to change.

Answer option A is incorrect. The 45-hour limit is a restriction on the project.

Answer option C is incorrect. The project will not take less time to complete because the project team members won't be able to complete as much work in the same amount of time.

Answer option D is incorrect. The project may require more resources if the project manager and management want the project to finish by a particular date. In this question, however, the focus is on what will happen to the project schedule, not the project staffing.

**NEW QUESTION 101**

Yolanda is the project manager for her organization. She is creating a performance report for her sponsor. Typically, the performance report includes all of the following factors except for which one?

- A. Current status of risk and issues
- B. Quality control activities
- C. Analysis of past performance
- D. Work to be completed next

**Answer:** B

**Explanation:**

Quality control activities are not included in the performance report, but are documented in the quality management plan. 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 C is incorrect. Analysis of past performance can be included in the performance report to make the report more elaborate.

Answer option A is incorrect. Current status of risk and issues can be included in the performance report.

Answer option D is incorrect. Work to be completed next can be included in the performance report.

**NEW QUESTION 103**

Jenny is the project manager for her organization. Her project is not doing well on project schedule performance, and management wants her to predict how the project schedule and cost will end. Management has asked Jenny to report and forecast her project's performance based on the Judgmental methods. Which of the following judgmental methods will Jenny use to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

- A. Forecast by analogy
- B. Technology forecasting
- C. Autoregressive moving average
- D. Scenario building

**Answer:** ABD

**Explanation:**

The judgmental forecasting method incorporates intuitive judgments, opinions and subjective probability estimates. Some examples of judgmental forecasting are as follows: Composite forecasts

Surveys Delphi method

Scenario building Technology forecasting Forecast by analogy

Answer option C is incorrect. Autoregressive moving average is an example of the causal/econometric method.

**NEW QUESTION 107**

A project team installs 2,500 light fixtures in a new office building, and each light fixture takes one hour to install. The project manager can predict that it will take 2,500 hours to complete the work. However, which of the following statements most accurately describes this parametric estimate assumption?

- A. As workers complete the installation, efficiency will increase and durations will decrease.
- B. As workers complete the installation, errors and risks will increase the actual completion.
- C. As workers complete the installation, effort will diminish and efficiency will decrease.
- D. As workers complete the installation, labor will diminish so duration will increase.

**Answer:** A

**Explanation:**

When project team workers complete repetitive tasks, efficiency through learning will diminish the overall duration of the project tasks. 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 options B, D, and C are incorrect. These are not the valid statements.

**NEW QUESTION 111**

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 112**

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 117**

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 120**

Harry is the project manager of a large network installation project. This project requires Harry to add network cable to each office and cubicle of a 14-story office building. Harry will receive a bonus for good time and cost performance in this project. What law of economics would prevent Harry from exponentially adding labor to the project work in an effort to complete the work in a very small amount of time?

- A. Parkinson's Law
- B. Law of Diminishing Returns
- C. Law of Economics
- D. Moore's Law

**Answer:** B

**Explanation:**

The law of diminishing returns state that the user cannot exponentially add labor to a project to reduce the amount of time required to complete the project work. In

other words, Harry cannot keep doubling the workforce on this project to reduce the project duration down to just a few minutes. The law of diminishing returns state that "the user will get less and less output when he add additional doses of an input while holding other inputs fixed. In other words, the marginal product of each unit of input will decline as the amount of that input increases holding all other inputs constant." Diminishing returns mean that the extra labor causes output to fall, which means that the MPL is negative. In other words, the change in output per unit increase in labor is negative and total output is falling.

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

Answer option A is incorrect. Parkinson's Law states that work will expand to the amount of time allotted to it.

Answer option D is incorrect. Moore's Law is based on Intel's Gordon Moore who stated that processor speeds generally double in power every 18 months.

#### NEW QUESTION 125

John is a scheduler in ABC Company. He has to plan an activity for the schedule models. Which of the following activities will he use to make the schedule models? . Each correct

answer represents a complete solution. Choose all that apply.

- A. Hammocks
- B. Critical path scheduling
- C. Flags
- D. Tasks

**Answer:** ACD

#### Explanation:

An activity is an individual component of work that is logically linked to other activities to outline the schedule. Its key characteristics include an overall duration based upon the resources applied to it (manpower, material, and equipment), a start and completion date that is tied to a work calendar, and an association with other activities (predecessor and successors). Following are the various types of activities in schedule creation: Tasks: A task is an activity that needs to be accomplished within a defined period of time. Milestones: 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. Flags: Flags shall occur at appropriate intervals of approximately each month. The flags shall be located on the critical path and be incorporated into the baseline, all targets, and the current schedule. Hammocks: Hammocks are a summary pseudo "activity" representing a group of related activities that collectively cover some portion of a project.

Answer option B is incorrect. The Critical Path scheduling, or Critical Path Analysis, is a mathematically based algorithm for scheduling a set of project activities.

#### NEW QUESTION 127

You are the project manager for your organization. Your current project has a schedule variance of -\$37,500 and a schedule performance index of 0.94. What do these values mean in regard to project performance?

- A. Your project is likely to be late and over budget.
- B. Your project is performing well.
- C. Your project has a planned value of \$600,000.
- D. Your project is six percent off schedule and has a considerable schedule variance.

**Answer:** D

#### Explanation:

A schedule variance is found by subtracting the planned value from the earned value. A -\$37,500 schedule variance is considerable for most projects, but combined with a schedule that is six percent off schedule is more serious. The size of the project, however, and the defined project budget, needs to be determined to evaluate how serious the variance is. 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 project is not performing well based on the given information.

Answer option A is incorrect. This project is likely to be late, but we do not know how costs are performing in this question.

Answer option C is incorrect. There is not enough information to determine how well the project is performing from this answer.

#### NEW QUESTION 132

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.

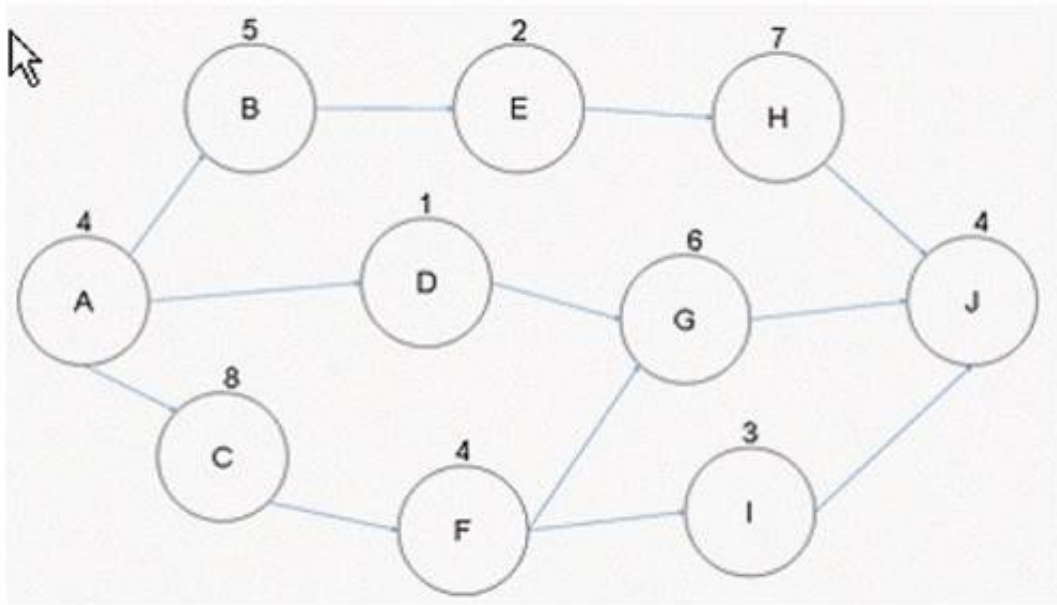
Answer option C is incorrect. Resource calendars show the availability of project resources.

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 137

Examine the figure given below.





In this project network diagram, what is the total float for Activity I?

- A. Three
- B. Zero
- C. Five
- D. One

**Answer:** A

**Explanation:**

The float for Activity I is three days. The early start for Activity I is Day 17 and the late start for Activity I is Day 20. Therefore, the difference of the early start and the late start reveals the float as three days. It is possible, and acceptable, to use the difference of the early finish and the late finish to find the float, as the value will be the same amount.

Answer options B, D, and C are incorrect. These are not the valid calculation for the total float.

**NEW QUESTION 140**

You have 83 project stakeholders from all across your organization. Some of the stakeholders, such as functional management, require weekly communication from you, while other stakeholders, such as the end users, only need quarterly progress updates. Where can you record this communication requirements based on your stakeholder analysis?

- A. Project communications management plan
- B. Project reporting structure
- C. Project schedule
- D. Project scope management plan

**Answer:** A

**Explanation:**

The project communications management plan is a document to define who needs what information, when the information is needed, and the modality the information is expected. Stakeholder communication preferences are also recorded here. What is Project Communication Management? Project Communications Management is one of the nine Knowledge Areas. It employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The following processes are part of Project Communications Management: Identify Stakeholders, Plan Communications, Distribute information, Manage Stakeholder Expectations, Report Performance.

The Project Communications Management processes provide the critical links among people and information that are necessary for successful communications. These processes interact with each other and with the processes in the other Knowledge Areas as well.

Answer option D is incorrect as the project scope management plan defines how the scope is created, managed, how changes to the scope are managed, and how the scope is validated.

Answer option B is incorrect as the project reporting structure defines who reports to whom, not the preferences and requirements for communication.

Answer option C is incorrect as the project schedule defines when project activities are to occur.

**NEW QUESTION 145**

You are the project manager of the NHQ project. Your project has a budget of \$1,258,456 and is scheduled to last for three years. Your project is currently forty percent complete though it should be forty-five percent complete. In order to reach this point of the project, you have spent \$525,000. Management needs a performance report regarding the NHQ project. Management is concerned that this project will be over budget upon completion. Based on the current performance value what should you report to management regarding the variance at completion?

- A. -\$21,618
- B. -\$62,922
- C. Zero - you would not know what this will cost until the project is complete.
- D. -\$54,044

**Answer:** D

**Explanation:**

The variance at completion can be found by subtracting the estimate at completion from the budget at completion. In this instance, it is:

Variance at completion = EAC - BAC

= \$1,258,456 - \$1,312,500.

= -\$54,044

Answer option C is incorrect. You can calculate the variance at completion. Answer option A is incorrect. This is the cost variance for the project. Answer option B is incorrect. This is the schedule variance for the project.

**NEW QUESTION 146**

You are the project manager of the NHQ Project. Management has told you that resource leveling will be enforced on your project, but they still want you to complete the project by July 2. With the current resources you have and the resource leveling imposed, you would not be able to finish by the constraint. What document should you update to address this situation?

- A. Project activity resource requirements
- B. Project schedule management plan
- C. Project scope
- D. Project charter

**Answer:** A

**Explanation:**

The activity resource requirements will need to be addressed because the imposed constraint will cause a need for more resource to complete the activities by July 2. What is resource leveling heuristics? Resource leveling heuristics is a prioritization method that allocates inadequate resources to critical path activities first. It is a schedule network analysis technique useful to a schedule that has already been analyzed by the critical path method. It is used when shared or critical essential resources are only available at certain times, in limited quantities, or to keep resource usage at a constant level. It is a technique that resolves resource conflicts by delaying tasks within their slack allowances. Resource leveling is the process in which project teams come across problems when developing their project schedules. If a company has multiple projects running simultaneously that require the same resources, then problems can arise. It can often cause the critical path method to change.

Answer option C is incorrect. The project scope does not need to be addressed as there has not been a request to reduce or increase the project scope.

Answer option B is incorrect. The project charter will not change. In fact, the charter will rarely, if ever, change once has been approved and signed.

Answer option D is incorrect. The schedule management plan would not be the biggest concern in this instance. The plan defines how the schedule will be created, executed, monitored and controlled.

**NEW QUESTION 148**

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 150**

You are the project manager of the NHQ Project and are trying to determine which seller you should choose for the project. You have received proposals from six vendors and they are all very good proposal, qualified to complete the project work, and the prices are close to the same. You would like to create method of ranking each vendor based and assign a score value to several different categories. Because the project is a high-profile project, you have assigned 25 points to experience and 10 points for all of the other categories to judge the vendors. This is considered what type of source selection process?

- A. Screening system
- B. Preferred vendor list
- C. Benefits-cost analysis
- D. Weighting system

**Answer:** D

**Explanation:**

This is an example of a weighting system as the values you're measuring are weighted towards experience.

Answer option B is incorrect. A preferred vendors list describes the vendors you're allowed to choose from in the organization.

Answer option A is incorrect. A screening system sets qualifiers in place, such as the vendor must have a PMP on staff, in order to qualify for the project.

Answer option C is incorrect. The benefits-cost analysis defines the total number of benefits to the number of costs the project requires.

**NEW QUESTION 154**

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 are likely to be only 60 percent complete. Your project has a BAC of \$745,000 and you have spent \$440,000 of the budget-to-date. What is your cost variance for this project?

- A. 11,667
- B. \$-111,750
- C. There is no variance.
- D. \$7,000

**Answer:** D

**Explanation:**

The cost variance is the earned value minus the actual costs. In this project, you have spent less than what the project is worth, so the project has a positive cost variance. Cost variance (CV) is a measure of cost performance on a project. The variance notifies if costs are higher than budgeted or lower than budgeted. The

cost variance is calculated based on the following formula:  $CV = \text{Earned Value (EV)} - \text{Actual Cost (AC)}$  A positive value means that spending is less than budgeted, whereas a negative value indicates that costs are higher than originally planned for the project.  
Answer option B is incorrect. -\$111,750 is the cost variance of the project. Answer option A is incorrect. This is the variance at completion for the project. Answer option C is incorrect. There is a cost variance, albeit a positive one.

**NEW QUESTION 156**

Jenny works as a Project Manager for Blue Well Inc. She is measuring the schedule efficiency of her project. The key values are provided in the table below:

MeasurementsValues

BCWP (or EV) 425 BCWS (or PV) 400 ACWP (or AC) 510

What is the schedule performance index (SPI) of the project at the current point of time?

- A. 1.082
- B. 0.88
- C. 1.0625
- D. 0.96

**Answer:** C

**Explanation:**

According to the question, you are required to calculate the schedule performance index (SPI) of the project. 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. Here, SPI is calculated as follows:  $SPI = EV / PV = 425 / 400 = 1.0625$  As the SPI (1.0625) is greater than 1, it shows that the schedule performance is better than expected. What is BCWP (or EV)? Budgeted cost of work performed (BCWP) or Earned Value (EV) is the value of completed work. It is the budgeted amount for the work actually completed on the schedule activity during a given time period. What is BCWS (or PV)? Budgeted Cost of Work Scheduled (BCWS) or Planned Value (PV) is the authorized budget assigned to the scheduled work to be accomplished for a schedule activity or Work Breakdown Structure (WBS) component. What is ACWP (or AC)? Actual cost of work performed (ACWP) or Actual Cost (AC) is the total costs actually incurred and recorded in accomplishing work performed during a given time period for a schedule activity. It is the cost of the work to date, including direct and indirect costs. AC is money that has actually been expended to date.

**NEW QUESTION 161**

Andy is the project manager for his project. Andy and his project team are identifying stakeholders who can significantly impact the project, what the level of participation for each identified stakeholder may be, and classifying the stakeholders by common characteristics, concerns, and their perception of the project. Andy and his project team want to define an approach as a result of this information to gain support from the stakeholders for their project. What should Andy and his project team create in this scenario?

- A. Stakeholder assessment information
- B. Stakeholder register
- C. Communications management plan
- D. Stakeholder management strategy

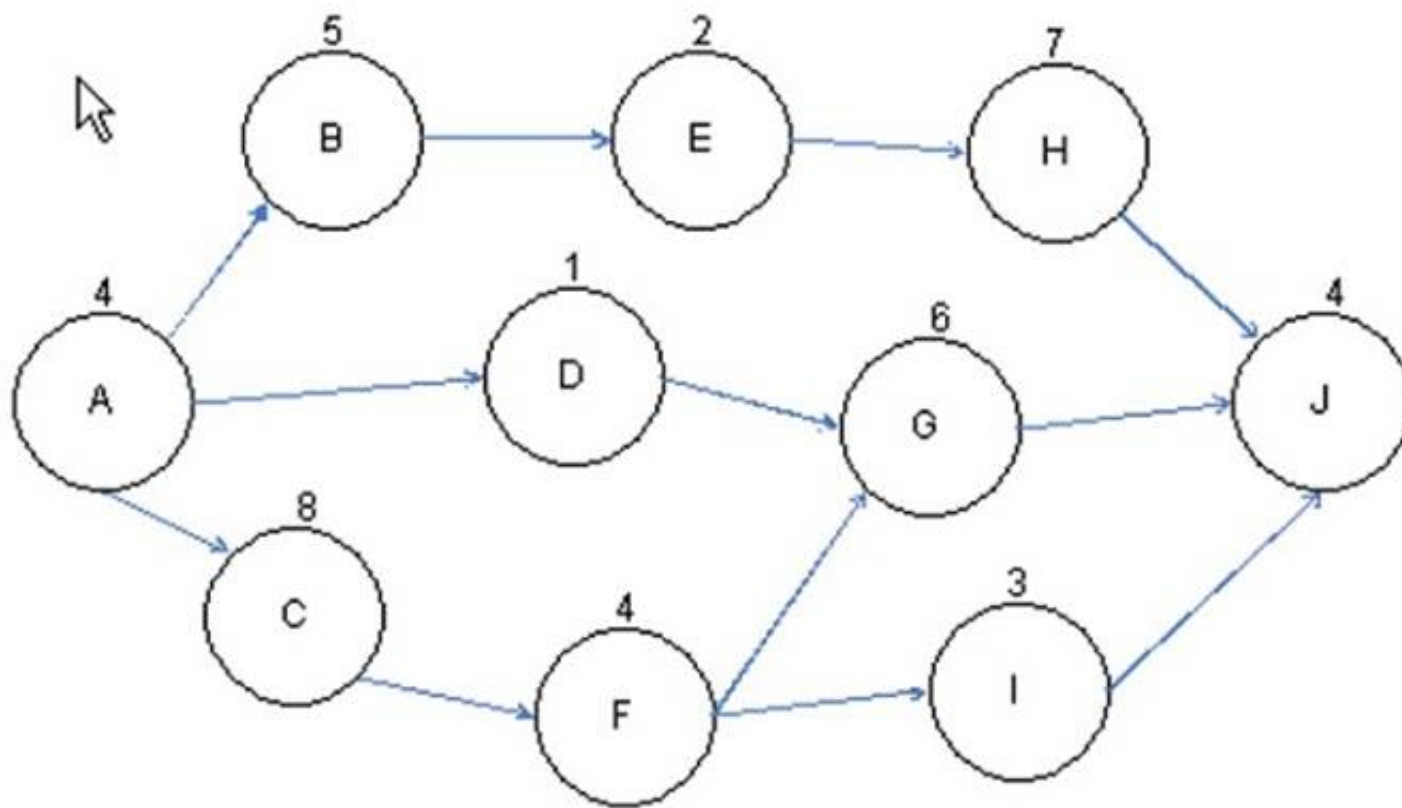
**Answer:** D

**Explanation:**

Andy and his project team are creating the stakeholder management strategy. The goal is to identify a method to gain support through communications for the project. The stakeholder management strategy is an approach to raise the support and decrease negative impacts of stakeholders during the complete project life cycle. It consists of the following essential elements: Key stakeholders who can significantly impact the project  
Level of participation in the project desired for each identified stakeholder  
Stakeholder groups and their management  
Answer option B is incorrect. The stakeholder register contains the stakeholder's identification information, assessment information, and stakeholder classification, but not the management strategy.  
Answer option A is incorrect. Stakeholder assessment information is part of the stakeholder register.  
Answer option C is incorrect. The communications management plan defines how and when communication will happen.

**NEW QUESTION 163**

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



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

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

**Answer: D**

**Explanation:**

The activity nodes of path ACFGJ equals 26 days and is the longest path to completion - it is the critical path.

$$ACFGJ = A(4) + C(8) + F(4) + G(6) + J(4) = 26$$

What is a critical path?

A critical path is the sequence of project activities, which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path. These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources).

Answer option A is incorrect. ABEHJ takes only 22 days to complete; it is not the critical path.  $ABEHJ = A(4) + B(5) + E(2) + H(7) + J(4) = 22$

Answer option C is incorrect. ADGJ takes only 15 days to complete; it is not the critical path.  $ADGJ = A(4) + D(1) + G(6) + J(4) = 15$

Answer option B is incorrect. ACFIJ takes only 23 days to complete; it is not the critical path.  $ACFIJ = A(4) + C(8) + F(4) + I(3) + J(4) = 23$

**NEW QUESTION 166**

You are the project manager of the NHQ project. This project is currently running about 15 percent behind schedule and the management has asked you to rectify the problem. You have elected to crash the project. What does this term mean?

- A. Reject all proposed change requests for the project.
- B. Add resources to the project work.
- C. Add cost to the project budget.
- D. Cut non-value added activities to the project.

**Answer: B**

**Explanation:**

Crashing means that the project manager will add resources to the project to complete effort-driven activities in the project. This schedule compression technique adds costs to the project. What is crashing? Crashing is a schedule compression technique to obtain the greatest amount of compression for the least incremental cost. Crashing works for activities where additional resources will shorten the duration. Approving overtime, bringing in additional resources, paying to expedite delivery to activities on the critical path are examples of crashing.

Answer option C is incorrect. Crashing does generally add costs to the project because of the labor added, but this is not the best choice for the question.

Answer options D and A are incorrect. These are not the valid definitions of crashing.

**NEW QUESTION 168**

You work as a project manager for BlueWell Inc. You are calculating the performance indexes of your project. The cost variance (CV) of your project is 30. What does this figure depict?

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

**Answer: D**

**Explanation:**

According to the question, the cost variance of the project is 30, which is a positive figure. A positive value means that cost is less than planned. What is CV? Cost variance (CV) is a measure of cost performance on a project. The variance notifies if costs are higher than budgeted or lower than budgeted. The cost variance is



calculated based on the following formula:  $CV = \text{Earned Value (EV)} - \text{Actual Cost (AC)}$  A positive value means that spending is less than budgeted, whereas a negative value indicates that costs are higher than originally planned for the project.

Answer option C is incorrect. If the CV is zero, it shows that cost is right on target.

Answer option A is incorrect. This result is depicted by viewing the schedule variance (SV), not the CV.

Answer option B is incorrect. If the CV is a negative value, it depicts that the costs are higher than planned.

#### NEW QUESTION 170

Terri is the project manager for her organization and she is working with her project team to develop the project schedule. She has identified the float in her project although some of the activities where float exists may be susceptible to risk in the project execution. She is also concerned that the critical path may change during the project if the risk events come into execution. What scheduling method is Terri using in this example?

- A. Critical chain method
- B. Risk analysis method
- C. Activity on the arrow method
- D. Critical path method

**Answer:** D

#### Explanation:

Terri is using the critical path method in this example. The question acknowledges that Terri has identified float and the critical path, but it makes no mention of the availability of project resources - something the critical chain method focuses on. Critical Path Method, abbreviated CPM, or Critical Path Analysis, is a mathematically based algorithm for scheduling a set of project activities. It is an important tool for effective project management. It provides the following benefits: Provides the graphical view of the project. Predicts the time required to complete the project. Shows which activities are critical to maintain the schedule and which are not. CPM models the activities and events of a project as a network. Activities are depicted as nodes on the network, and events that signify the beginning or ending of activities are depicted as arcs or lines between the nodes. Answer option A is incorrect. The question does not indicate that Terri is concerned with the availability of project resources - as she would be if she were using the critical chain method.

Answer option B is incorrect. The risk analysis method is not a valid scheduling technique. Answer option C is incorrect. Activity on the arrow method is not being described in this question.

#### NEW QUESTION 172

You work as a project manager for BlueWell Inc. You are going through a project with your project team. Some of your project team members are reporting that their activities are running late because there are lag times between activities that do not need to be there.

You examine the schedule and see that the lag times have been incorporated into the project schedule for quality control reviews. You also learn that the quality control reviews are not being completed as planned. What is the best approach in this scenario?

- A. Since the quality control inspections are not being completed, remove the lag time from the project.
- B. Take corrective action and determine when the quality control inspection has happened so far in the project, perform quality control on the deliverables where the inspection was skipped, and ensure that quality control will happen from this point forward.
- C. Since the quality control inspections are not being completed, take corrective action and ensure that the inspections continue from this point forward.
- D. Discuss with the project team that the lag times should not affect the project schedule because they were built into the project schedule to begin with.
- E. Even if the quality control inspections were happening the time was allotted in the schedule for the inspections.

**Answer:** B

#### Explanation:

The best answer is to make certain quality control happens in the project. This means reviewing past work and ensuring that future inspections are met.

Answer option A is incorrect. Removing the lag time does not solve the problem. It actually removes quality control requirements.

Answer option C is incorrect. Only inspecting future work for quality control ignores potential past quality issues in the project.

Answer option D is incorrect. While this answer is technically correct, it does not address the quality faults that may be creeping into the project deliverables.

#### NEW QUESTION 176

You are creating a status report to show how your project is progressing. Management is interested in several key activities and their status. You need to report work performance information to management. All of the following are example of work performance information you should include in your report except for which one?

- A. How the project is performing on its schedule.
- B. Performance of the selected project vendors
- C. Which activities have been started and which activities have been finished.
- D. Percent of completion for the in-progress activities

**Answer:** B

#### Explanation:

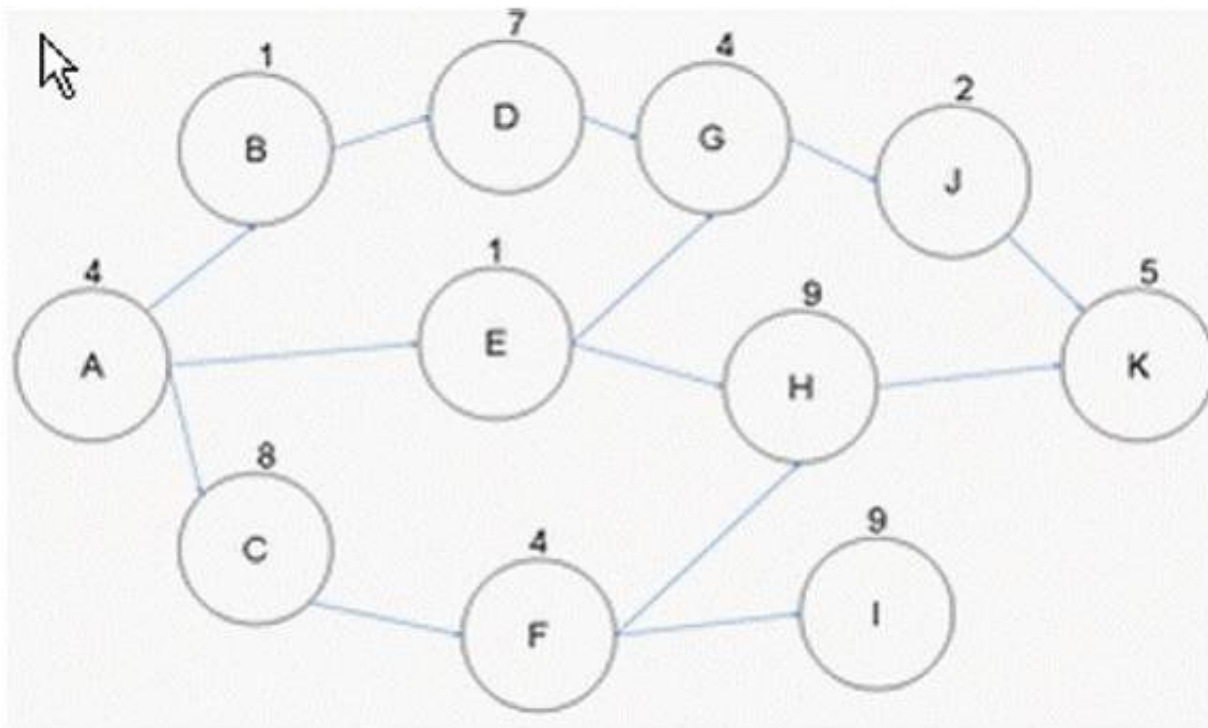
Vendor performance, while important, is not part of the work performance information. Management is interested in the how well the project is performing, what activities are currently underway, and what's been completed to date.

Answer option A is incorrect the project's performance on schedule should be reported Answer option C is incorrect as management is interested in what activities have been started and finished.

Answer option D is incorrect as management does want to know the percent of completion for the in-progress activities

#### NEW QUESTION 179

You are the project manager for the NGH project. The figure given below represents the small project you are completing for your organization.



How much float can you use on Activity G if Activity B actually takes eight days to complete?

- A. Four
- B. Three
- C. Seven
- D. Zero

**Answer: D**

**Explanation:**

If Activity B uses seven days of float, which it can, it does not allow Activity D, G, or J to have any float available. This is because the total duration of path ABDGJK cannot exceed 30 days, the duration of the project. If Activity B uses the seven days of float, then the path meets the project's duration at Day 30. Answer options B and A are incorrect. These are not the valid calculation. Answer option C is incorrect. Seven represents the amount of float available on Activity G before Activity B uses the available float.

**NEW QUESTION 181**

Tom is the project manager of the GHQ Project for his organization and he is working on recovering the project schedule. As Tom examines his schedule, he is especially aware of project activities with hard logic. What is hard logic?

- A. Hard logic describes activities that can be completed in any order but are positioned with finish-to-start relationships.
- B. Hard logic describes activities that have external constraints, such as a vendor.
- C. Hard logic describes activities that must be completed in a particular order unless additional resources with comparable skill sets can be added to the project.
- D. Hard logic describes activities that must be completed in a particular order.

**Answer: D**

**Explanation:**

Hard logic, also known as mandatory dependencies, describes activities that must be completed in a particular order. Hard logic is a binding connection between activities. It is also known as mandatory dependency or hard dependency. Hard logic requires activities to take place in a specific order according to the nature of work. It is a well-built connection where an activity cannot start until and unless a previous one is completed. There are also substantial hard logic connections where soft logic does not usually apply. Several activities rely on hard logic for the successful completion of the project. Answer options B, A, and C are incorrect. These are not a valid description of hard logic.

**NEW QUESTION 185**

You are the project manager for your company. You are currently working with your project team to begin sequencing the activity list. You will need organizational process assets and four other documents as inputs to this process. Which of the following is NOT one of the four documents you will need for activity sequencing?

- A. Project scope statement
- B. Milestone list
- C. Project schedule network diagrams
- D. Activity list

**Answer: C**

**Explanation:**

The project schedule network diagram is an output of the sequence activity process, not an input. This process uses five inputs: the activity list, the activity attributes, milestone list, the project scope statement, and the organizational process assets. The project schedule network diagram is an output of the sequence activity process. It represents a schematic display of the project's schedule activities and the logical relationship among them. This diagram can be produced manually or by using the project management software. It consists of complete project details, or one or more summary activities. Answer options D, B and A are incorrect. These are inputs to the process.

**NEW QUESTION 187**

You work as the project manager for BlueWell Inc. You are reviewing and regulating the progress to meet the performance objectives defined in the project management plan. Mark, a trainee, has a doubt related to the inputs of monitor and control project work. Which of the following is the input to monitor and control project work?

- A. Project document updates

- B. Expert judgment
- C. Performance report
- D. Project management plan updates

**Answer:** C

**Explanation:**

Performance report is an input of monitor and control project work. Reports are prepared by the project team detailing activities, milestones, and problems. 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 B is incorrect. It is the tool and technique used for monitoring and controlling project work.

Answer options A and D are incorrect. These are the outputs to monitor and control project work.

**NEW QUESTION 191**

You work as a project manager for Honeywell Inc. You have been distributing performance information, including status reports, progress measurement, and forecasts to various stakeholders. A trainee of this company wants to know what are the inputs for generating performance reports. Which of the following are the necessary inputs? Each correct answer represents a part of the solution. Choose two.

- A. Variance analysis
- B. WPM
- C. WPI
- D. Change request

**Answer:** BC

**Explanation:**

According to the scenario, you can use the following inputs in order to generate performance reports:

WPI: Work performance information is the data gathered on the status of the project schedule activities that are performed to accomplish the project work. This data is collected as part of the Direct and Manage Project Execution processes. WPI includes the following: Deliverables status

Schedule Progress Costs incurred

WPM: 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 A is incorrect. Variance analysis is an after-look at what caused a difference between the baseline and the actual performance. It is one of the tools and techniques used for report performance.

Answer option D is incorrect. 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.

**NEW QUESTION 195**

You are the project manager of the NGG Project. This project will be using a new material that the project team has never worked with before. You'd like to use some preventive action to ensure that the installation of the new materials is successful in the project. Which one of the following project actions is an example of the best preventive action for this project?

- A. Hire a subject matter expert to train the project team how to install the materials.
- B. Purchase additional materials so in case the team wastes materials during their installation.
- C. Hire a subject matter expert to install the new materials.
- D. Create incentive by rewarding the project team if they don't waste the materials.

**Answer:** A

**Explanation:**

In order to ensure that the installation of the new materials is successful in the project, you should hire a subject matter expert to train the project team how to install the materials. This is the best preventive action that you can take in case the project team has never worked on the material.

Answer option C is incorrect as while this approach may work it's not the best corrective action as the project team isn't learning how to use the new materials.

Answer option B is incorrect as this approach practically encourages the team to waste materials without training them how to install the materials properly.

Answer option D is incorrect as the incentive program is flawed if the team doesn't understand how to install the new materials to begin with.

**NEW QUESTION 199**

You are the project manager of the QAQ Project. The QAQ Project has a BAC of \$2,786,121. You are currently 20 percent complete with this project, though you should be 25 percent complete with the project work. The project has consumed \$595,000 of the project budget to date. Management has asked you, based on the current project performance, what the project's estimate to complete will be considering the current project schedule variance. What is the ETC for this project?

- A. \$2,975,000
- B. 1.02
- C. \$139,306
- D. \$2,380,000

**Answer:** D

**Explanation:**

The estimate to complete wants to know how much more money the project will need to complete its objectives. The estimate to complete (ETC) is the expected cost needed to complete all the remaining work for a scheduled activity, a group of activities, or the project. ETC helps project managers predict what the final cost of the project will be upon completion. The formula for the ETC is  $EAC - AC$ . The EAC is  $BAC/CPI$ .

Answer option A is incorrect. This is the estimate at completion based on the current project performance.

Answer option C is incorrect. This is the current schedule variance.

Answer option B is incorrect. 1.02 is the to-complete performance index based on the BAC.

**NEW QUESTION 200**

Which of the following is NOT an output of the control schedule process?

- A. Organizational process assets
- B. Change requests
- C. Project termination request
- D. Project document updates

**Answer: C**

**Explanation:**

The project termination request is not an output of the control schedule. Early termination of a project is a closing process and usually does not stem from the project manager. The outputs of the control schedule process are as follows: Work Performance Measurements: The work packages and control accounts are documented and communicated to the stakeholders. Organizational Process Assets Updates: The assets that are updated are: corrective actions chosen and the reasons, causes of variance, and other types of lessons learned from project schedule control. Change Requests: It is processed for reviews and disposition through the Perform Integrated Change Control process. Project Management Plan Updates: The elements that need to be updated are: schedule baseline, schedule management plan, cost baseline. Project Document Updates: The elements that need to be updated in project document updates are: schedule data and project schedule.

**NEW QUESTION 201**

You work as a project manager for BlueWell Inc. You have to identify the specific actions to be performed to produce the project deliverables. For this, you have to explain the three inputs for the define activities process to your project team. Which of the following is NOT a valid input?

- A. Work Breakdown Structure
- B. Enterprise Environmental Factors
- C. Scope baseline
- D. Organizational Process Assets

**Answer: A**

**Explanation:**

Of all the choices, the WBS is the best choice. The entire scope baseline is needed as an input, not just the WBS. The inputs to the Define Activities process are as follows: Scope Baseline: The project constraints, assumptions documented, and deliverables in the project scope baseline are considered while defining activities. Enterprise Environmental Factors: One of the factors that affect the Define Activities process is the project management information system (PMIS). Organizational Process Assets: The assets that can affect the Define Activities process are as follows: 1.The existing proper and unofficial scheduling strategies, procedures, and related policies that are measured in developing the activity definitions 2.The lessons-learned knowledge base containing the past information about activity lists used by similar earlier projects

**NEW QUESTION 202**

You are the project manager for your organization. You and the project team are developing the project schedule for your current project. This project management process will create four outputs. Which of the following is an output of the Develop Schedule process?

- A. Work performance information
- B. Schedule baseline
- C. Resource calendars
- D. Activity duration estimates

**Answer: B**

**Explanation:**

The schedule baseline is the only output of the develop schedule process among these answers. The three other outputs of the Develop Schedule Process are: project schedule, schedule data, and project document updates.

Answer option D is incorrect. Activity duration estimates are an output of the Estimate Activity Duration process.

Answer option A is incorrect. Work performance information is an input of the Control Schedule process.

Answer option C is incorrect. Resource calendars are an input to the Develop Schedule process.

**NEW QUESTION 207**

You are the project manager of a research project. Because much of the project work will be based on what is discovered in each stage of the project work, you are directing the project time to focus on creating time estimates for the most imminent research work and broad estimates for the project work that is coming later in the project. What type of planning are you using in this project?

- A. Milestone planning
- B. Rolling wave planning
- C. Phase gates
- D. Decomposition

**Answer: B**

**Explanation:**

This is an example of rolling wave planning. Rolling wave planning focuses on the most imminent work in detail and creates estimates for the whole project and later work in broad estimates. Rolling wave planning is a form of progressive elaboration. Rolling wave planning is a technique for performing progressive elaboration planning where the work to be accomplished in the near future is planned in detail at a low level of the work breakdown structure. The work to be performed within another one or two reporting periods in the near future is planned in detail as work is being completed during the current period.

Answer option D is incorrect. Decomposition describes the breakdown of the project scope into work packages, and then the work packages are broken down into project activities. Answer option C is incorrect. Phase gates describe the review process associated with the end of project phases.



Answer option A is incorrect. Milestone planning defines the project milestones, not the activities required to reach the milestones.

#### NEW QUESTION 209

Sam is the project manager for his organization. His project is not doing well on project schedule performance, and management wants him to predict how the project schedule and cost will end. Management has asked Sam to report and forecast his project's performance based on the Delphi Method, scenario building, technology forecasting, and to forecast by analogy. What forecasting method is management asking Sam to use?

- A. Judgmental methods
- B. Time series methods
- C. Causal/econometric methods
- D. Earned value management method

**Answer:** A

#### Explanation:

Management is asking Sam to use the judgmental methods to predict how the project will finish on time and cost. The judgmental forecasting method incorporates intuitive judgments, opinions and subjective probability estimates. Some examples of judgmental forecasting are as follows: Composite forecasts Surveys Delphi method Scenario building Technology forecasting Forecast by analogy

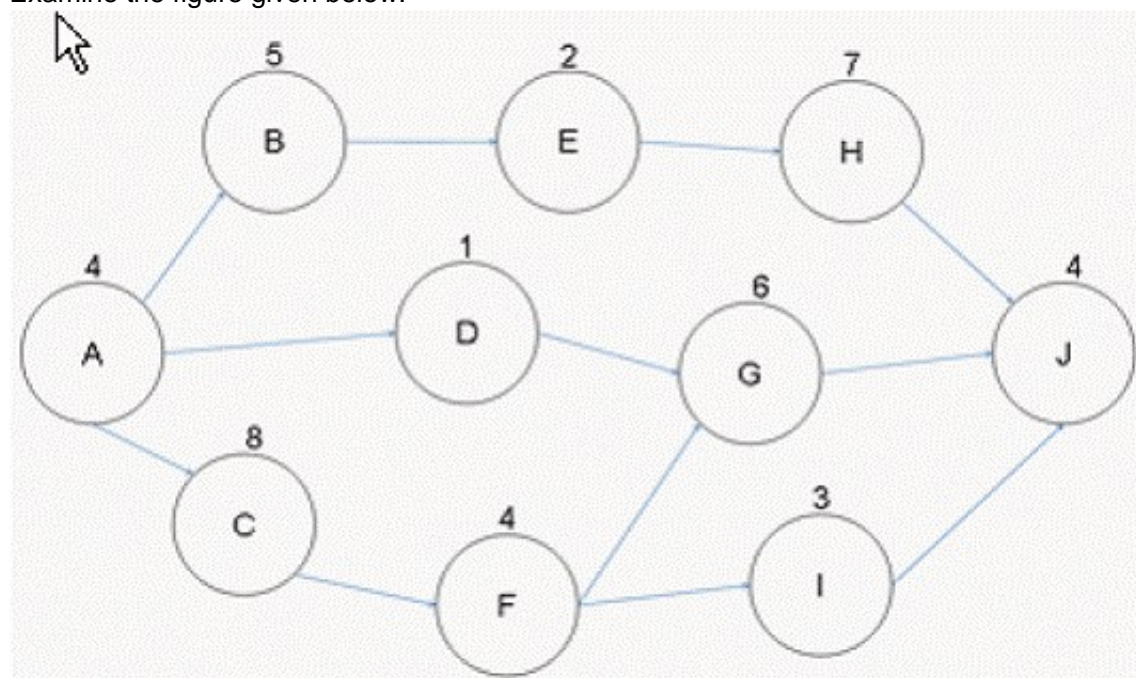
Answer option B is incorrect. Time series methods of forecasting use earned value management, moving average, extrapolation, linear prediction, trend estimation, and growth curve.

Answer option D is incorrect. The earned value management method is actually a part of the time series forecasting method.

Answer option C is incorrect. The causal/econometric methods use linear and non-linear regression, autoregressive moving average, and econometrics.

#### NEW QUESTION 213

Examine the figure given below:



You are the project manager of this project. Tom, a project team member, reports that Activity D will be delayed by 12 days due to the unavailability of the resources from the vendor. What will this delay do to your project completion, if you allow the delay to enter into the project?

- A. The project will be one day late.
- B. The float for activity D will be consumed.
- C. The project can still finish on time.
- D. The project will be seven days late.

**Answer:** A

#### Explanation:

The project will be just one day late due to this delay. The path ADGJ takes a total of 15 days. If Activity D takes a total of 13 days (i.e. 12 + 1), then the path will now take 27 days to complete. This causes the critical path to shift to ADGJ and the project will end on day 27 rather than day 26.

Answer options D, B, and C are incorrect. These are not the valid answers, as the project will now take 27 days to complete, rather than 26.

#### NEW QUESTION 217

Which of the following allows activities to be done in parallel that would normally be done in sequence?

- A. Lag time
- B. Lead time
- C. Fast tracking
- D. Crashing

**Answer:** C

#### Explanation:

Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope.

Answer option D is incorrect. Crashing is a process in that the project manager adds more resources to effort-driven activities in an attempt to shorten their duration.

Answer option A is incorrect. 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 B is incorrect. A lead time is the time that overlaps between the predecessor and the successor tasks. The successor task can start before the

predecessor task finishes. For example, if a task can start when its predecessor is one-fourth finished, a finish-to-start dependency with a lead time of 25 percent for the successor task can be specified. The lead time is entered as a negative value. The lead 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.

#### NEW QUESTION 219

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