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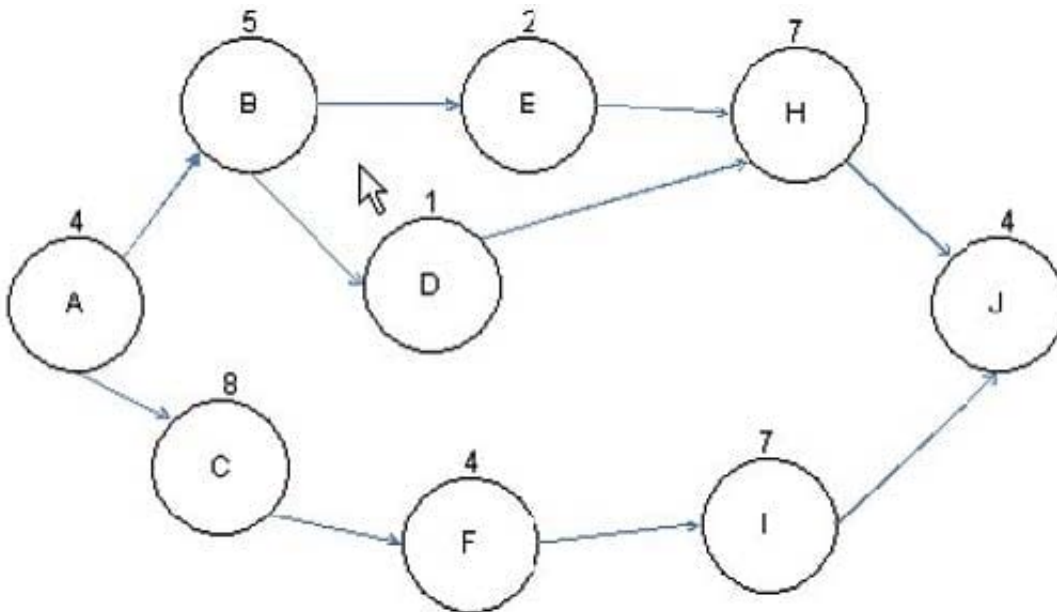
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### QUESTION 1

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



Based on the project network diagram, how much float is available for Activity H if Activity B is delayed by four days and Activity E is delayed by two days?

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

Correct Answer: A

The path of ABEHJ will take 22 days to complete and cannot exceed 28 days or else the project will be late. If Activity B takes four additional days and Activity E takes two additional days, this adds (4+2=

6) six days to the path, bringing the path's duration to exactly (22+6 = 28) days. There is no available float left for Activity D or H. Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date

without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates.

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

### QUESTION 2



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

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

Correct Answer: C

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

complete, often, in the same schedule, otherwise the duration of the project will increase.

Answer option B is incorrect. Resource leveling heuristics does not change the project scope. Answer option A is incorrect. This is not an instance of cutting the project scope. Answer option D is incorrect. The project scope baseline is not

affected by resource leveling heuristics.

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### QUESTION 3

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. What is the planned value for this project?

- A. \$566,305
- B. \$1,258,456
- C. -\$54,044
- D. \$503, 382

Correct Answer: A

The planned value is the percent complete that the project should have done. In this instance, it is:

Planned value = 45% of \$1,258,456 =\$566,305

Answer option B is incorrect. This is the project budget. Answer option D is incorrect. \$503,382 is the earned value for this project. Answer option C is incorrect. -\$54,044 is the variance at completion for your project.

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### QUESTION 4

You have been hired as a project manager for Tech Perfect Inc. You are studying the documentation of planning of a project. The documentation states that there are twenty-five stakeholders with the project. What will be the number of



communication channels for the project?

- A. 300
- B. 50
- C. 600
- D. 25

Correct Answer: A

According to the question, the project has twenty-five stakeholders. Communication channels are paths of communication with stakeholders in a project. The number of communication channels shows the complexity of a project's communication and can be derived through the formula shown below: Total Number of Communication Channels =  $n(n-1)/2$  where, n is the number of stakeholders. Hence, a project having five stakeholders will have ten communication channels. Putting the value of the number of stake holder in the formula will provide the number of communication channels: Number of communication channel =  $(n(n-1)) / 2 = (25(25-1)) / 2 = (25 \times 24) / 2 = 600 / 2 = 300$  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.

#### QUESTION 5

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

Correct Answer: B

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.