



# PMI-SP<sup>Q&As</sup>

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### QUESTION 1

Mark is the project manager of the NHQ Project. Mark wants to create a salience model as part of his communications planning and scheduling. What does a salience model do for a project?

- A. Describes classes of stakeholders based on their power, urgency, and legitimacy.
- B. Classifies stakeholders based on their influence and impact.
- C. Describes classes of stakeholders based on their power and influence.
- D. Groups stakeholders based on their power and interest.

Correct Answer: A

A salience model uses three values to classify stakeholders: power, urgency, and legitimacy in the project. The salience model is a technique for categorizing stakeholders according to their importance. The various difficulties faced by the project managers are as follows: How to choose the right stakeholders? How to prioritize competing claims of the stakeholders communication needs? Stakeholder salience is determined by the evaluation of their power, legitimacy and urgency in the organization. Power is defined as the ability of the stakeholder to impose their will. Urgency is the need for immediate action. Legitimacy shows the stakeholders participation is appropriate or not. . The model allows the project manager to decide the relative salience of a particular stakeholder. Answer option D is incorrect. This is a description of a power/ interest grid. Answer option B is incorrect. This is a description of an influence/impact grid over the project. Answer option C is incorrect. This is a description of a power/impact over the project.

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### QUESTION 2

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

Correct Answer: B

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.

### QUESTION 3

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

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

Correct Answer: C

This is simply an example of a reporting system. It can be part of the project management information system, but for your examination, the PMBOK acknowledges this tool directly as part of project performance reporting. Reporting system is

a tool and technique used for reporting performance. It is a standard means to store, capture, and give out the information to the stakeholders about the project costs, performance, and schedule.

Answer option A is incorrect. The project management information system does more than just communicating the performance. It is a tool to help the project manager plan and monitor the project. Answer option D is incorrect. The PMBOK

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

### QUESTION 4

You are the project manager for your organization. You are working with your project team to create activity duration estimates using the PERT method. What is the formula for PERT?

- A.  $(O+ML+P)$
- B.  $(O+(6M)+P)6$
- C.  $(O+ML+P)/3$
- D.  $(O+(4M)+P)/6$



Correct Answer: D

PERT, which means the Program Evaluation and Review Technique, is a duration estimating technique that uses the formula  $(O+(4M)+P)/6$  for the optimistic, most likely, and pessimistic values for each work package. A PERT chart is a project management tool used to schedule, organize, and coordinate tasks within a project. PERT stands for Program Evaluation Review Technique, a methodology developed by the U.S. Navy in the 1950s to manage the Polaris submarine missile program. A PERT chart presents a graphic illustration of a project as a network diagram consisting of numbered nodes (either circles or rectangles) representing events, or milestones in the project linked by labeled vectors (directional lines) representing tasks in the project. The direction of the arrows on the lines indicates the sequence of tasks. Answer option C is incorrect. This is the formula for the three-point estimate. Answer options A and B are incorrect. These are not the valid formulas.

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#### QUESTION 5

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

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

Correct Answer: A

According to the question, the schedule variance (SV) of the project is zero. A value of 0 indicates that the project is right on target. Schedule variance (SV) is a measure of schedule performance on a project. The variance notifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula:  $SV = \text{Earned Value (EV)} - \text{Planned Value (PV)}$  If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target. Answer option C is incorrect. The negative SV means that project is behind the schedule. Answer option D is incorrect. This result can be drawn by looking at the cost variance (CV) of the project. Answer option B is incorrect. The positive SV depicts that the project is ahead of the planned schedule.