



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

PMI Scheduling Professional

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### QUESTION 1

You are the project manager of the NHQ project. You are working with your project team to create the project schedule and the project network diagram. In order to start the sequencing of the project activities, you will need a document to identify the result of project phases, key project deliverables, and significant, timeless events in the project. Which of the following documents will you need to help sequence the project work?

- A. Activity attributes
- B. Activity list
- C. Project scope statement
- D. Milestone list

Correct Answer: D

The milestone list is needed as an input to the sequence activities process. Milestones are timeless events in the project schedule that are generally created as a result of phase completion. What is a milestone list? A milestone list provides a

sequence of indicators about project progress to date and achievements or goals, which are to be achieved. The milestone list is used in project management as an indication of progress through the achievement of a major project

accomplishment. It is a project document that is not part of the project management plan. The list contains all the project milestones along with information indicating whether they are mandatory to achieve or not. Answer option B is incorrect.

While the activity list is an input to activity sequencing, it is not a document that shows timeless events or the results of activity phases. Answer option A is incorrect. Activity attributes describe the work, nature of the activity, and required resources for the activity.

Answer option C is incorrect. The project scope statement is an input to the activity sequence, but it does not define the end result of activity phases.

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### QUESTION 2

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.

Correct Answer: A

When project team workers complete repetitive tasks, efficiency through learning will diminish the overall duration of the



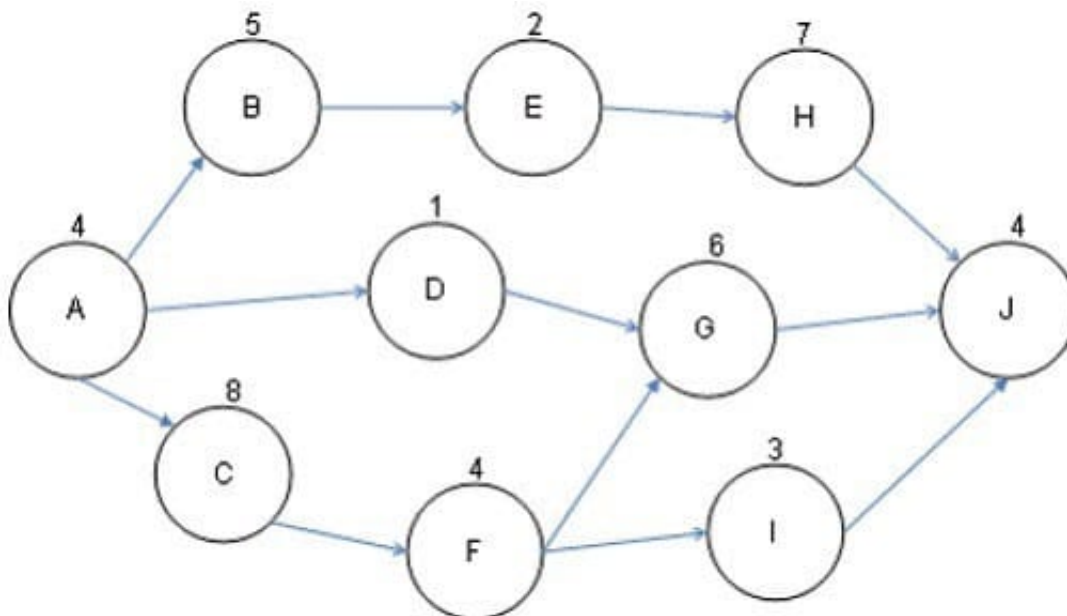
project tasks. A parametric estimate is an estimate that uses a parameter to predict the costs of the project, such as cost

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.

### QUESTION 3

You are the project manager of the BHG Project. You are creating a network diagram as shown in the figure: Mary, a project team member, reports that an identified risk is likely to happen in the project that will affect the completion date of Activity D. She reports that the risk event will likely cause the duration of the activity to increase by six days. If this happens what is the earliest the project can complete?



- A. 32 days
- B. 29 days
- C. 27 days
- D. 26 days

Correct Answer: D

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

amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the

difference between the early finish dates and late finish dates.



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

#### QUESTION 4

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

Measurements Values BCWP (or EV) 325 BCWS (or PV) 300 ACWP (or AC) 410

What will be the cost performance index (CPI) of the project at the current point of time?

- A. 0.923
- B. 1.083
- C. 1.261
- D. 0.792

Correct Answer: D

According to the question, you are required to calculate the cost performance index (CPI) of the project. Cost performance index (CPI) is used to calculate performance efficiencies. It is used in trend analysis to predict future performance. CPI is the ratio of earned value to actual cost. The CPI is calculated based on the following formula:  $CPI = \text{Earned Value (EV)} / \text{Actual Cost (AC)}$  If the CPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The CPI value of 1 indicates that the project is right on target. Now, putting the provided values in the formula:  $CPI = EV / AC = 325 / 410 = 0.792$  As the CPI 0.792 is lesser than 1, it shows that the schedule performance is below expectation. What is BCWP (or EV)? Budgeted cost of work performed (BCWP) or Earned Value (EV) is the value of completed work. It is the budgeted amount for the work actually completed on the schedule activity during a given time period. What is BCWS (or PV)? Budgeted Cost of Work Scheduled (BCWS) or Planned Value (PV) is the authorized budget assigned to the scheduled work to be accomplished for a schedule activity or Work Breakdown Structure (WBS) component. What is ACWP (or AC)? Actual cost of work performed (ACWP) or Actual Cost (AC) is the total costs actually incurred and recorded in accomplishing work performed during a given time period for a schedule activity. It is the cost of the work to date, including direct and indirect costs. AC is money that has actually been expended to date.

#### QUESTION 5

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.

Correct Answer: B



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.

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