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QUESTION 1

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

Correct Answer: A

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.

QUESTION 2

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.

Correct Answer: D

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.

QUESTION 3

You are working with your project team to control the project schedule. You will need five inputs to this process throughout your project. Which one of the following is an output of the project schedule control, and NOT an input?

- A. Work performance information
- B. Project schedule
- C. Project management plan
- D. Work performance measurements

Correct Answer: D

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. Work performance information is an input to the control schedule process and includes information on project progress and activity start and finish information. Answer option C is incorrect. The project management plan is an input to the control schedule process. Answer option B is incorrect. The project schedule is an input to the control schedule process.

QUESTION 4

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

Correct Answer: D

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.

QUESTION 5

Wendy is the project manager for the NHQ project. She is working with her project to begin creating the project duration estimate. Her organization is in weak matrix and several of the project team members are scheduled to complete work on other projects. What input will most likely be of the biggest assistance as Wendy and the project team begin creating the duration estimate for this project?

- A. Project charter
- B. Project scope statement
- C. Project communications management plan
- D. Resource calendar

Correct Answer: D

The resource calendar is needed because it will help Wendy and the project team to determine when the project team resources will be available. The availability of the project resources can affect the overall duration of the project. A resource calendar is used to make sure that work resources (people and equipment) are scheduled only when they are available for work. They affect a specific resource or category of resources. By default, the working time settings in the resource calendar are the same as in the project calendar. However, a user can customize the resource calendar to show individual schedule information, such as vacations, leaves of absence, or equipment maintenance time. Answer option B is incorrect. The project scope statement is an input to the estimate activity duration estimate, but it is not the best choice for this question. Answer option C is incorrect. The project communications management plan is not an input to the estimate activity duration process. Answer option A is incorrect. The project charter is not an input to the estimate activity duration process.