



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

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### QUESTION 1

You are the project manager for your organization. You have recorded the following duration estimates for an activity in your project: optimistic 20, most likely 45, pessimistic 90. What time will you record for this activity?

- A. 48
- B. 20o, 45m, 90p
- C. 90
- D. 45

Correct Answer: A

This is an example of a 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. It can be calculated as follows:  $TE = (20 + 45 \times 4 + 90) / 6 = 290/6 = 48$  Answer options B, C, and D are incorrect. These are not the valid answers for this question.

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### QUESTION 2

You are the project manager for your organization. Your project is doing fine on time and cost, but management wants to address the project performance for future accomplishment. Management has asked you to begin reporting and forecasting your project's health based on a moving average, extrapolation, trend estimation, and growth curve. What type of forecasting method is management asking you to use?

- A. Judgmental methods
- B. Causal/econometric methods
- C. Time series methods
- D. Estimate at completion method

Correct Answer: C

These are examples of a time series method for forecasting project performance. Another method that fits with the time series method of forecasting is earned value management. Forecasting is the process of estimating or predicting in

unknown situations. Forecasting is about predicting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts. The forecasting



methods are categorized as follows: Time series method: It uses historical data as the basis for estimating future outcomes. Causal/econometric method:

This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and

used in the forecast. Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates. Other methods: Other methods may include probabilistic forecasting, simulation, and

ensemble forecasting. Answer option B is incorrect. Causal/econometric methods do not use the moving average, but models such as linear regression and non-linear regression.

Answer option A is incorrect. Judgmental methods for forecasting are based on intuition, opinions, and probability estimates.

Answer option D is incorrect. The estimate at completion method is an earned value management formula, which is part of the time series method for reporting and forecasting performance.

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### QUESTION 3

Holly is the project manager for her organization. Her current project is running late and her project customer has asked Holly to find a method to apply corrective actions to the project schedule. Holly is exploring the concept of crashing the project. Which of the following statements is true about crashing the activities in Holly's project?

- A. The activities to be crashed must have additional quality control metrics associated with them.
- B. The activities to be crashed cannot be of fixed duration.
- C. The activities to be crashed cannot have risks associated with them greater than 0.80.
- D. The activities cannot be on the critical path in order to be crashed.

Correct Answer: B

Crashing adds effort to the project activities. Activities that are of fixed duration, for example software testing, would not finish faster with added resources. 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 D is incorrect. Activities on the critical path can be crashed. Answer option C is incorrect. Activities with risks can be crashed. Answer option A is incorrect. Additional quality control metrics are not necessary just because Holly elects to crash her project.

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### QUESTION 4

You are the project manager for your organization. Your project will need four electrical engineers for the project though there are no electrical engineers within your department. This scenario is best described as which one of the following terms?

- A. Assumption
- B. Risk



C. Resource requirement

D. Resource constraint

Correct Answer: C

This is an example of a resource requirement. The project needs four electrical engineers even though the resources are not within your department. Your organization could be a matrix structure, or it could hire resources from outside the organization. Answer option D is incorrect. A resource constraint is evident when the project requires the electrical engineer and she is not available. A requirement, as in this scenario, is simply the identification of the needed resource even if the resource is not available in your department. Answer option B is incorrect. This is not an example of a risk, unless the resource is constrained by other projects, schedules, or work and may not be available at all when needed. Answer option A is incorrect. An assumption would be believing the resource is available for the project without confirming the availability of the resource.

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#### QUESTION 5

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

Correct Answer: D

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.

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