

PMI

Exam Questions PMI-SP

PMI Scheduling Professional Practice Test



NEW QUESTION 1

You are the project manager of the NHQ Project. Management has set a conformance to the project schedule for your project at 0.95. What does this term mean?

- A. It means the largest schedule variance you can have is five percent.
- B. It is the earned value divided by the planned value for your project.
- C. It is the expectation of management to be 95 on schedule at 95 percent of the project.
- D. It means you will need to earn at least 95 cents per dollar invested in the project.

Answer: A

Explanation:

Conformance to schedule is a required adherence for the project's schedule. In this instance, the project manager must not allow the schedule to slip more than five percent. Answer option B is incorrect. This is the description of the schedule performance index. Answer option D is incorrect. This is the description of the cost performance index. Answer option C is incorrect. This is not a valid statement about the project performance.

NEW QUESTION 2

Ben is the project manager for his organization. His project has 26 stakeholders this week and will have five additional stakeholders next week. How many more communication channels will Ben's project have next week?

- A. 140
- B. 10
- C. 325
- D. 5

Answer: A

Explanation:

Ben's project will have 140 more communication channels because of the five additional stakeholders. To solve the question, you will need to find the current stakeholder communication channels first, which is $(26 \times 25) / 2 = 325$, and then find the difference of the number of channels for the five additional stakeholders. You can use the formula of $N(N-1)$, where N is the number of stakeholders. In this example, the formula would read: Total number of communication channels that Ben will have next = $((31 \times 30) / 2) - ((26 \times 25) / 2) = 140$. Answer option D is incorrect. Five is the number of additional stakeholders. Answer option B is incorrect. 10 is the number of communication channels among just five stakeholders. Answer option C is incorrect. 325 is the number of current communication channels.

NEW QUESTION 3

You are the project manager for your organization. You are working on creating the activity list so that you can create the project schedule. This current project is similar to a project you have completed for your company. You and the project team decide to use the previous project as a template for your current project. A template can help you and the project team do all of the following except for which one?

- A. Identify typical schedule milestones.
- B. Create parametric estimates for repetitive activities.
- C. Save time creating activity duration estimates.
- D. Import activity attributes.

Answer: B

Explanation:

Parametric estimates are created for repetitive tasks, such as four hours per unit installed; 1,000 units to install would equate to 4,000 hours. A template does not address this type of time estimating directly. A template for time estimating is an analogous estimate type. A template for any project is an activity list or a part of the activity list from a previous project. The template contains the activity attributes information and other vivid information that are helpful to define activities. It is also used to classify schedule milestones.

Answer option D is incorrect. Templates can include activity attribute information. Answer option A is incorrect. Templates do indicate milestones.

Answer option C is incorrect. Templates can save time for the project manager and the project team.

NEW QUESTION 4

Harry works as a project manager for the NHQ project. His project has a budget of \$2,208,456 and is scheduled to last for three years. His project is currently forty percent complete though it should be forty-five percent complete. In order to reach this point of the project, he has spent \$725,000. Management needs a performance report regarding the NHQ project. Management is concerned that this project will be over budget upon completion. What is the estimate at completion for this project that Harry will need to report to management?

- A. \$1,312,504
- B. \$787,504
- C. \$1,812,498
- D. \$725,000

Answer: C

Explanation:

The estimate at completion can be calculated by dividing the budget at completion by the cost performance index. Here,

$CPI = EV / AC$

$= (0.40 \times 2,208,456) / 725,000$

$= 1.21846$

$EAC = BAC / CPI$

$= 2,208,456 / 1.21846$

$= 1,812,498$

What is Estimate at Completion (EAC)? Estimate at Completion (EAC) is a field that displays the final cost of the project including the actual costs and the forecast

of remaining costs based on the cost performance index (CPI) so far. The formula used to calculate this estimate is as follows: $ACWP + (BAC - BCWP) / CPI$

NEW QUESTION 5

Diane is the project manager of the HGF Project. A risk that has been identified and analyzed in the project planning processes is now coming into fruition. What individual should respond to the risk with the preplanned risk response?

- A. Diane
- B. Project sponsor
- C. Risk owner
- D. Subject matter expert

Answer: C

Explanation:

The risk owner is the individual on the project team that is closest to the risk event. The risk owner can be an individual or an organization responsible for implementing risk responses or contingency plan. The risk owner should be empowered with the ability to respond to the risk as it was planned.

Answer option A is incorrect. Diane is the project manager and likely won't be the risk owner as well.

Answer option B is incorrect. The project sponsor authorizes the project but does not participate in the execution of the project.

Answer option D is incorrect. While a subject matter expert may be the risk owner on some occasions, he won't be the risk owner on every occasion.

NEW QUESTION 6

Jim is the project manager for his project. He and his project team are creating their duration estimates for the work packages in the WBS. For each activity, Jim is adding a few hours to the duration estimate in case something goes wrong during the completion of the work activity. Sarah, the project sponsor, does not approve of this and warns Jim of

Parkinson's Law. What is Parkinson's Law?

- A. People will behave based on what their behavior brings them.
- B. As employees do repetitive tasks, duration should decrease.
- C. Work expands to fill the amount of time allotted to it.
- D. An exponential increase labor does not correlate to an exponential decrease in duration.

Answer: C

Explanation:

Parkinson's Law states that work expands to fill the amount of time allotted to complete the work. If Jim allows 25 hours for a project team member to complete a 20-hour task, it will likely take the team member 25 hours to do the work.

Answer option A is incorrect. This is a description of the Expectancy Theory. Answer option B is incorrect. This is a description of the learning curve.

Answer option D is incorrect. This is a description of a portion of the Law of Diminishing Returns.

NEW QUESTION 7

You are the project manager of the GHY Project. This project is scheduled to last for one year and has a BAC of \$4,500,000. You are currently 45 percent complete with this project, though you are supposed to be at your second milestone which accounts for half of the project completion. There have been some errors in the project, which has caused you to spend \$2,073,654. What is this project's schedule variance?

- A. -\$48,654
- B. 13 percent
- C. -\$225,000
- D. 0.98

Answer: C

Explanation:

he schedule variance can be found by subtracting the planned value from the earned value. In this instance, it is \$2,025,000 minus \$2,250,000. $SV = 2,025,000 - 2,250,000 = -225,000$ 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 A is incorrect. This is the cost variance for the project. Answer option B is incorrect. 13 percent is not a valid answer.

Answer option D is incorrect. This is not a valid variance for this question; variances are typically negative numbers.

NEW QUESTION 8

You are the project manager of the HQQ Project. Your project is running late by ten percent of where you should be at this time. Management is concerned.

Considering that the project has a BAC of \$567,899, you are thirty percent complete, and you have spent \$179,450. What is this project's to-complete performance index based on the current BAC?

- A. 1.02
- B. 0.010
- C. 0.75
- D. 0.95

Answer: A

Explanation:

This project is not performing well on schedule, but moderately well on costs. The project's TCPI based on the current BAC is 1.02. To-complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EAC. TCPI indicates the future required cost efficiency needed to achieve a target EAC (Estimate At Complete). Once approved, the EAC supersedes the BAC as the cost performance goal. Any significant difference between TCPI and the CPI needed to meet the EAC should be accounted for by management in their forecast of the final cost. The formula for TCPI is as follows:

$$TCPI = \{(BAC - EV) / (BAC - AC)\}$$

Answer option D is incorrect. 0.95 is the project's TCPI value based on the estimate at completion.

Answer option C is incorrect. 0.75 is the project's schedule performance index. Answer option B is incorrect. 0.010 is not a valid calculation.

NEW QUESTION 9

What time will you record for this activity?

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

Answer: A

Explanation:

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.

NEW QUESTION 10

Which of the following individuals has a management role in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance?

- A. Functional manager
- B. Operations manager
- C. Project manager
- D. Seller

Answer: B

Explanation:

The role of operations manager is to perform various management roles in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance. The operations manager directly deals with constructing and maintaining the saleable products or services of the enterprise.

Answer option C is incorrect. A project manager is an expert in the field of project

management. He is responsible for the entire project from inception to completion. The project manager leads the team and helps negotiate the multiple relationships within any project whether with clients, team members, firm principals or any variety of partners and functions as the hub of a project.

Answer option A is incorrect. The role of a functional manager is to perform various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement. He is assigned his own permanent staff to carry out the ongoing work. He should have a clear directive to manage all tasks within his functional area of responsibility.

Answer option D is incorrect. Seller is also known as a vendor, supplier or contractor. They are external company's elements that enter into a contractual agreement to provide components or services necessary for the project.

NEW QUESTION 10

Beth is the project manager for the NHQ project. This project deals with fiber optic cabling in her organizational campus. Tim is the electrical engineer for her company and is the only

internal resource that can complete several of the project activities that deal with the fiber optic cables. Because Tim is a highly-skilled resource, he is already scheduled on several projects within the organization and is not available when Beth needs him to complete some of the project activities. This is an example of which term?

- A. Resource calendar conflict
- B. Matrix network
- C. Organizational process assets
- D. Activity resource requirements

Answer: D

Explanation:

Because the activities in Beth's project require Tim and his skills. This is an example of an activity resource requirement. A resource constraint would also have been an acceptable answer.

Answer option B is incorrect. This may be a matrix organization, but matrix network is not a valid project management term.

Answer option C is incorrect. Organizational process assets are things that have been created to help assist the management of the project.

Answer option A is incorrect. A resource calendar conflict is not a valid project management term.

NEW QUESTION 12

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

Answer: A

Explanation:

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.

NEW QUESTION 14

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. $(O+(4M)+P)/6$

Answer: D

Explanation:

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.

NEW QUESTION 17

Lily works as a project manager for BlueWell Inc. She has recorded the following duration estimates for an activity in her project: optimistic 35, most likely 50, and pessimistic 95. What time will she record for this activity?

- A. 48
- B. 55
- C. 54
- D. 40

Answer: B

Explanation:

This is an example of 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. Here, it is, $TE = (35 + 50 \times 4 + 95) / 6 = 330/6 = 55$

NEW QUESTION 19

You are the project manager of the NHQ project. This project deals with a new technology that your company has never used before. You have petitioned the management to hire a consultant to help you and the project team to create the WBS, the activity list, and complete the duration estimates. The management is concerned about the costs of the consultant, but agrees to your request because of the nature of this new work. The consultant can best be described as what type of resource for this project?

- A. Direct expense
- B. External requirement
- C. Temporary resource
- D. Expert judgment

Answer: D

Explanation:

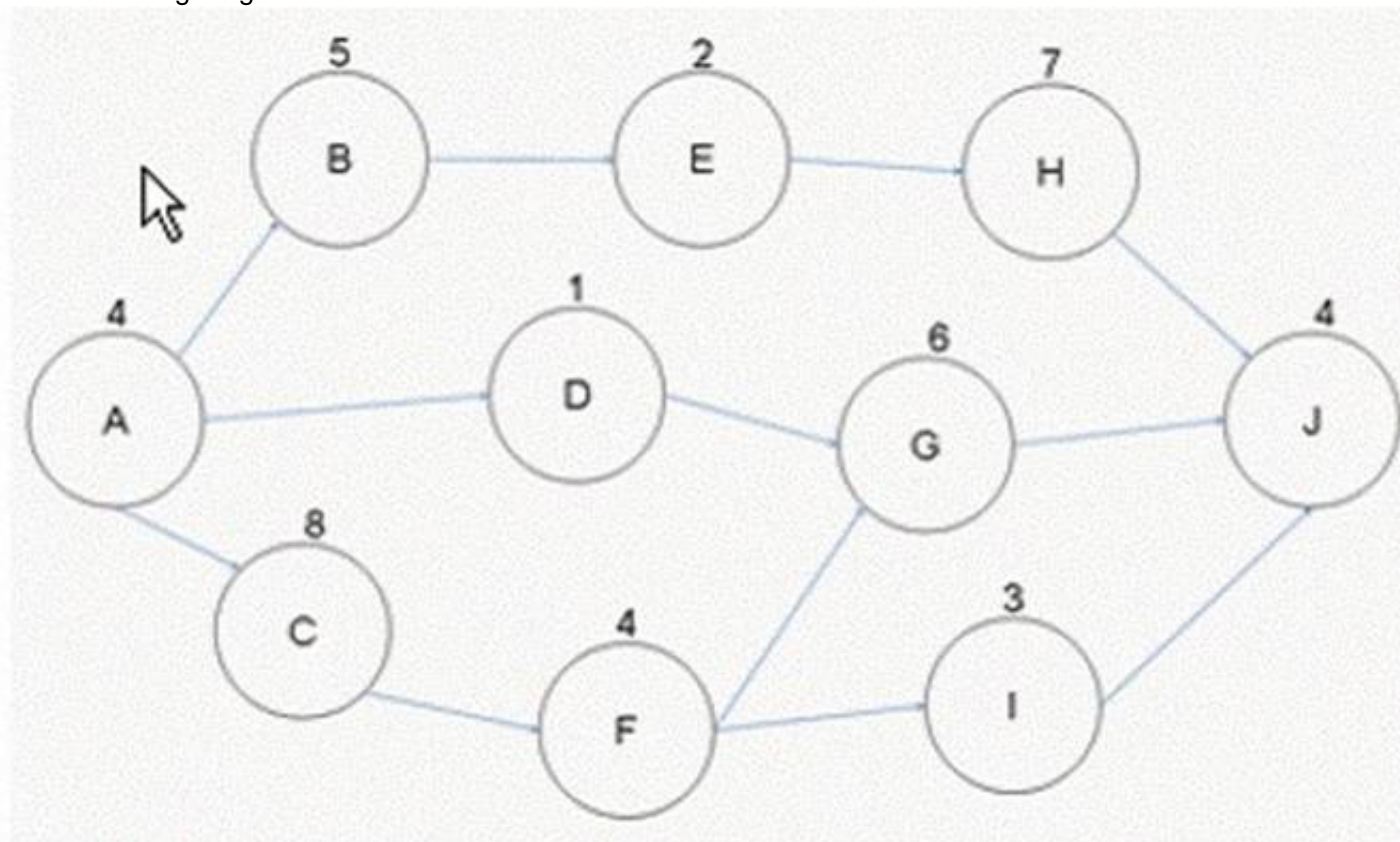
The consultant is an example of expert judgment, as he is helping you and the project team to create the project elements. Expert judgment is a technique based on a set of criteria that has been acquired in a specific knowledge area or product area. It is obtained when the project manager or project team requires specialized knowledge that they do not possess. Expert judgment involves people most familiar with the work of creating estimates. Preferably, the project team member who will be doing the task should complete the estimates. Expert judgment is applied when performing administrative closure activities, and experts should ensure the project or phase closure is performed to the appropriate standards.

Answer option A is incorrect. The consultant may be considered a direct expense because the fees can only be assigned to your project work, but this is not the best choice for the question.

Answer option B is incorrect. An external requirement is not a valid choice for this question. Answer option C is incorrect. A temporary resource is not a valid project management term.

NEW QUESTION 22

Examine the figure given below:



If Activity B takes eight days to complete instead of five days as schedule, how long can you now delay Activity H?

- A. Three days
- B. One day
- C. Four days
- D. Zero days

Answer: B

Explanation:

Activity B is not on the critical path and it has a total of four days of float. If Activity B takes a total of eight days, it will consume three days of float. However, the total duration of the path ABEHJ may not exceed 26 days, as this is the total duration for the project. Although Activity H has a total of four days of float available, the consumption of three days of float on this path will reduce the total float for Activity H to just one day. If Activity H is delayed by more than one day, then the project will be late.

Answer option D is incorrect. There is one day of float still available for Activity H.

Answer options A and C are incorrect. These are not the valid answers, as there is just one day of float available for Activity H.

NEW QUESTION 24

You are the project manager of the GHY Project. This project is scheduled to last for one year and has a BAC of \$4,500,000. You are currently 45 percent complete with this project, though you are supposed to be at your second milestone which accounts for half of the project completion. There have been some errors in the project which has caused you to spend \$2,073,654. What is this project's schedule performance index?

- A. 1.02
- B. 0.98
- C. 0.90
- D. -\$108,120

Answer: C

Explanation:

The schedule performance index shows how well the project is performing on its schedule goals. The SPI can be found by dividing the earned value by the planned value. In this instance, it is \$2,025,000 divided by \$2,250,000 for .90. The closer to 1, the better the performance. Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in trend analysis to predict future performance. SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula: $SPI = \text{Earned Value (EV)} / \text{Planned Value (PV)}$ If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The SPI value of 1 indicates that the project is right on target.

Answer option B is incorrect. 0.98 is the cost performance index. Answer option A is incorrect. 1.02 is the to-complete performance index.

Answer option D is incorrect. -\$108,120 is the variance at completion based on current performance.

NEW QUESTION 26

Harry works as the project manager for his organization. He is creating the activity list and would like to tag those activities that are comprised of apportioned effort. Which of the following is the best example of apportioned effort?

- A. Adding features to the project's product that is not included in the project scope.
- B. Managing the day-to-day events of a project.
- C. Creating software as defined in the project scope.
- D. Completing project activities as start-to-start events.

Answer: B

Explanation:

Apportioned effort is effort applied that you cannot subdivide into work packages, but it is related to, usually in a supportive role, to the completion of the project work packages. The project management overhead, such managing the project work, is an example of apportioned effort. Apportioned effort (AE) is the effort that is applied to the project-related work that cannot be easily and readily divided into discrete efforts for those tasks, but which is associated in a direct proportion to

the discrete work efforts that are capable of being measured. The presence of apportioned effort relies particularly on the performance of further efforts.

Answer option C is incorrect. This is an example of discrete effort.

Answer option A is incorrect. This is an example of a scope change that has not been approved.

Answer option D is incorrect. This is an example of a scheduling technique.

NEW QUESTION 27

Management is concerned about your project. They want to know how the project is performing specifically the schedule performance index. What formula do you use to find the schedule performance index?

- A. PV/EV
- B. EV-AC
- C. EV-PV
- D. EV/PV

Answer: D

Explanation:

The schedule performance index is earned value divided by planned value. The closer the result is to 1, the better the project is performing.

Answer option B is incorrect. This is the cost variance formula.

Answer option C is incorrect. This is the formula to find schedule variance. Answer option A is incorrect. This is not a valid formula.

NEW QUESTION 28

You are the project manager of the GHE Project. You have identified the following risks with the characteristics as shown in the following figure:

Risk	Probability	Impact
A	.60	-10,000
B	.10	-85,000
C	.25	-75,000
D	.40	45,000
E	.50	-17,000

- A. Communications bull's eye
- B. Performance goals
- C. Earned value management goals
- D. Project exception report

Answer: A

Explanation:

The graphic shown in the figure is a communications bull's eye. The project manager must keep the project within the boundaries defined by the bull's eye or he will need to generate a performance report. This is an example of management by exception because the project manager only communicates with management when there is an exception, or variance, within the project.

Answer options C, B, and D are incorrect. These are not valid terms for the communications bull's eye.

NEW QUESTION 32

Which of the following documents captures and defines the work activities, deliverables, and a timeline that a vendor will execute against in performance of work for a customer?

- A. Project charter
- B. Scope of statement
- C. SOW
- D. WBS

Answer: C

Explanation:

A statement of work (SOW) is a document that captures and defines the work activities, deliverables and timeline that a vendor will execute against in performance of work for a customer. Detailed requirements and pricing are usually specified in it, along with many other terms and conditions. SOW is a narrative description of products or services to be supplied by the project. For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements. For external projects, the statement of work can be received from the customer as part of a bid document.

Answer option B is incorrect. Scope of statement gives the narrative description of the project scope.

Answer option A is incorrect. Project charter is a document that formally authorizes a project manager to work on a project.

Answer option D is incorrect. WBS is a tool that defines a project and groups the project discrete work in a way that helps organize and define the total work scope.

NEW QUESTION 36

You are the project manager for your organization. You are meeting with your customers to discuss the project performance. In this meeting, you will have eight project customers, the project sponsor, and ten members of your project team. What type of communication method are you using in this instance?

- A. Interactive communication
- B. Active communication
- C. Pull technique
- D. Push technique

Answer: A

Explanation:

Any meetings, phone calls with multiple participants, or conferences are examples of the interactive communications.

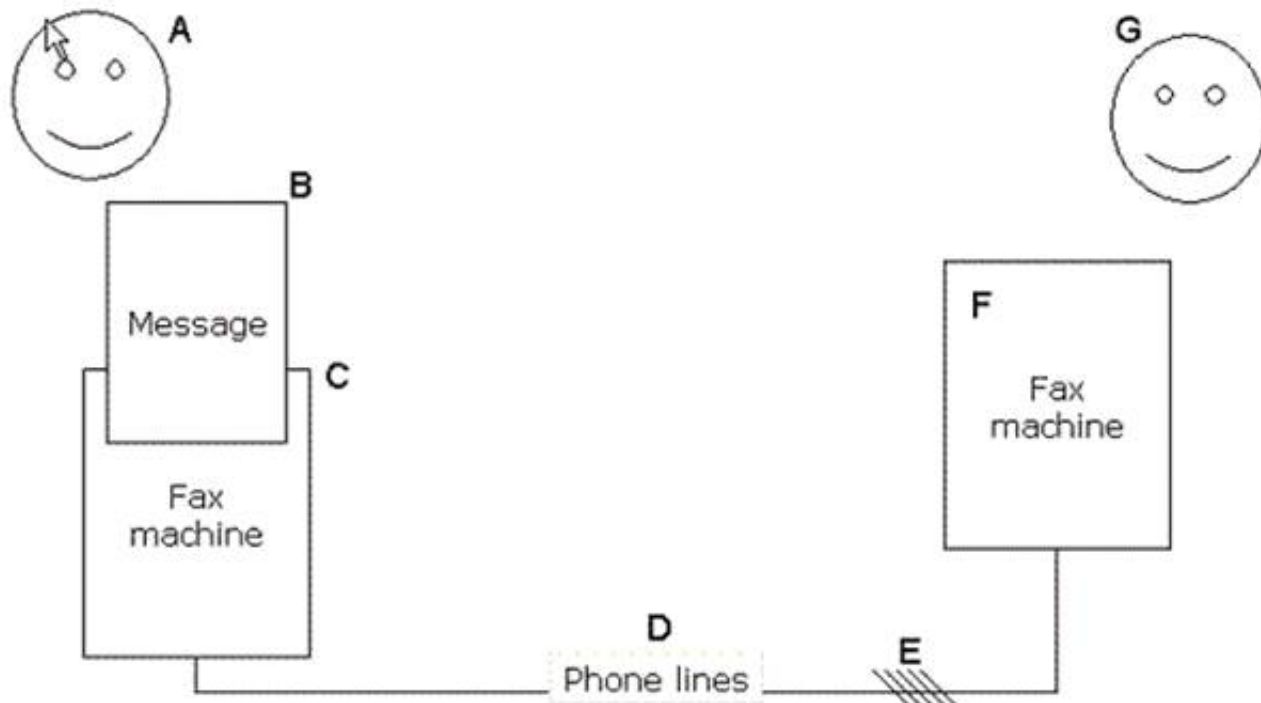
Answer option B is incorrect. Active communication is not a PMBOK term for project management.

Answer option D is incorrect. A push technique describes a distribution from the project manager out to the message recipients, such as email.

Answer option C is incorrect. A pull technique describes a distribution method where the recipients of the message pull the message from a source, such as a Web server.

NEW QUESTION 38

The figure given below demonstrates the communication model for a project. What role does the component E play in the communications model?



- A. Static
- B. Deterrent
- C. Noise
- D. Barrier

Answer: C

Explanation:

Noise is anything that disrupts the communication method such as static on the telephone line, distracting conversations, or misunderstandings.

Answer option A is incorrect. Static is an example of noise, but it is not part of the communication model.

Answer option D is incorrect. A barrier to communication is when communication cannot happen under the present conditions.

Answer option B is incorrect. A deterrent is not a valid part of the communication model.

NEW QUESTION 39

You have created the project network diagram for the ABC project. You are exploring total float and free float for that project. Martin, a project team member, wants to know the difference between total float and free float. What is the difference between total float and free float?

- A. Total float is the amount of time an activity can be delayed without delaying any project successors, whereas free float is the amount of time an activity can be delayed without delaying the project completion date.
- B. Total float is the amount of time an activity can be delayed without delaying the project completion date, whereas free float is the amount of time an activity can be delayed without delaying any project successors.
- C. Total float is the amount of time an activity can be delayed without delaying the project completion date, whereas free float is the amount of time an activity can be delayed without delaying any project predecessors.
- D. Total float is the amount of time a non-critical activity can be delayed without delaying any project successors, whereas free float is the amount of time an activity can be delayed without delaying the project completion date.

Answer: B

Explanation:

Total float is the time you can delay an activity without delaying the project end date, whereas free float is on each activity and does not affect the early start date of successor activities. Float, also called slack, is the amount of time an activity can be delayed without affecting any subsequent activities. There are two types of floats available: Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities. Total Float: It 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 schedule constraint. Float is calculated by using the critical path method technique.

Answer options C, A, and D are incorrect. These are not accurate definitions of free float and total float.

NEW QUESTION 43

Your project is forty percent complete though it was scheduled to be fifty percent complete as of today. Management has asked that you report on the schedule variance for your project. If your project has a BAC of \$650,000 and you've spent \$385,000 to date, what is the schedule variance value?

- A. -\$75,500
- B. -\$390,000
- C. -\$487,500
- D. -\$65,000

Answer: D

Explanation:

The schedule variance is found by subtracting the planned value from the earned value. The earned value is the percentage of the project completeness multiplied by the BAC. Planned value is the percentage of where the project should be at this time multiplied by the BAC. In this example, EV = 40% of BAC = 260,000, and PV = 50% of BAC = 325,000 SV = 260,000 - 325,000 = -65,000

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 = Earned Value (EV) - 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 options B, C, and A are incorrect. These are not valid calculations of the schedule variance.

NEW QUESTION 47

A construction company is about to start a new project. It requires hiring a project manager for this project. Which of the following are the most important skills that a person must have to be selected as a project manager?

- A. Problem solving
- B. Team building and human resources
- C. Leading
- D. Communication
- E. Negotiation and influential

Answer: D

Explanation:

A good project manager must have all of the above mentioned skills. Out of these, the communication skills are the most important skills for a project manager. Communications skills are part of general management skills and are used to exchange information. Communication has many dimensions: Written and oral, listening, and speaking Internal (within the project) and external (customer, the media, the public) Formal (reports, briefings) and informal (memos, ad hoc conversations) Vertical (up and down the organization) and horizontal (with peers) Communication is the most important skill that a project manager must possess. It is the single most important characteristics of a top-class project manager. Project managers must communicate well in order to integrate and maximize the performance of team members. Oral and written communications are the backbone of every successful project. During different phases of a project, a project manager requires to communicate through different manners (for example, documentation, meeting updates, etc.) and he must ensure that the information communicated is explicit, clear, and complete.

Answer options E, C, A, and B are incorrect. All these mentioned skills make a person a good project manager. Communication skills top the list. What are organizational skills? Organizational skills are part of management skills to organize various aspects of a project in order to complete it successfully. A good project manager uses these skills to successfully organize his meetings, as well as to keep documentations, quotes, contracts, etc., which can be fetched at any given moment. Organizational skills also include planning and time management skills. What are budgeting skills? Budgeting skills include the knowledge of finance and accounting principles. A project manager must possess these skills in order to perform cost estimates for project budgeting. Reading and understanding quotes, preparing purchase orders, and reconciling purchase invoices are all part of budgeting skills. In order to make the budget of a project, the project manager must have excellent budgeting skills. What are problem solving skills? Problem solving skills include the ability to define and analyze problems, and to take decisions in order to solve the problems by implementing those decisions. Every project manager must possess strong problem solving skills. Problem solving is a two-fold process: Defining the problem Taking a decision and then implementing it A project manager is responsible for determining the best course of action to take in order to resolve the problem. What are negotiating and influencing skills? Negotiating skills includes demanding and convincing others for the rightful thing or act. A project manager needs this skill to negotiate on projects in almost every area such as scope definitions, budgets, contracts, resource assignments, schedules, etc. Influencing skills include the convincing power of a person. It is an ability to change minds and the course of events. A good project manager requires these skills to utilize them in all areas of project management.

NEW QUESTION 49

Examine the figure given below: Which path is considered the critical path?

- A. ACDFJ
- B. ACGIJ
- C. ABEFJ
- D. ABDFJ

Answer: B

Explanation:

The critical path is the path in the project network diagram with the longest duration. In project management, a critical path is the sequence of project network activities which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). In this instance path ACGIJ is the longest as it takes 23 days.

Answer options C and D are incorrect. These paths take 13 days. Answer option A is incorrect. This path only takes 19 days.

NEW QUESTION 51

Which of the following are the inputs to the Develop Project Charter process? Each correct answer represents a complete solution. Choose all that apply.

- A. Procurement document
- B. Contract
- C. Business case
- D. Project statement of work

Answer: BCD

Explanation:

The Develop Project Charter process documents the formal authorization of a project or a phase. It also documents initial requirements that satisfy the stakeholder's needs and expectations. It is used to validate the decisions made during the previous iteration of the Develop Project Charter process. The various inputs of this process are as follows: Project statement of work

Business case Contract

Enterprise environmental factors Organizational process assets

The output of the Develop project Charter process is as follows: Project charter

Answer option A is incorrect. Procurement document is the input of the Identify Stakeholders process.

NEW QUESTION 56

Sam is the project manager of the NQQ project. He and the project team have completed the stakeholder identification process for his project. What is the main output of the identify stakeholders process?

- A. Communications management plan
- B. Stakeholder register
- C. Requirements
- D. Stakeholder management strategy

Answer: B

Explanation:

According to the PMBOK, the main output of the identify stakeholders process is the stakeholder register. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.

Answer option A is incorrect. The communications management plan is an output of communications planning.

Answer option D is incorrect. The stakeholder management strategy is an output of stakeholder identification, but it is not the main output.

Answer option C is incorrect. Requirements are not an output of the stakeholder identification process.

NEW QUESTION 61

Tom is the project manager of the GHQ Project for his organization. He is working on recovering the project schedule. As Tom examines his schedule he is especially aware of project activities with soft logic. What is soft logic?

- A. Soft logic describes activities that do not have particular resources assigned to them.
- B. Soft logic describes activities that can be completed in any order.
- C. Soft logic describes activities that can have lead time added to them.
- D. Soft logic describes activities that can be crashed because they are effort-driven.

Answer: B

Explanation:

Soft logic can be completed in any order without affecting the outcome of the deliverables. Soft logic is also known as preferential logic, preferred logic, and discretionary

dependency. It is defined on the basis of knowledge of best practices and standard procedures for the particular application area. Soft logic is defined by the project management team based on well-known practices in a specific desired sequence. Answer options A, D, and C are incorrect. These are not valid definitions of soft logic.

NEW QUESTION 66

Fred is the project manager of the NHA project. This project has a BAC of \$2,456,900 and is sixty percent complete. Fred has crashed the project, which has driven the project costs to date to \$1,525,140, but his project is five percent more complete than what was planned. What is the cost variance for this project that Fred needs to report to management?

- A. \$122,845
- B. -\$51,000
- C. -\$85,000
- D. Zero

Answer: B

Explanation:

The cost variance for the project is -\$51,000. You can find the cost variance by using the formula earned value minus planned value. In this instance, it is: $CV = EV - AC = (0.60 * 2,456,900) - 1,525,140 = -51,000$

Answer option C is incorrect. -\$85,000 is the project's variance at completion. Answer option A is incorrect. \$122,845 is the project's schedule variance. Answer option D is incorrect. There is a cost variance on this project of -\$51,000.

NEW QUESTION 68

Holly is the project manager for her organization. She is creating the activity list and would like to tag those activities that are comprised of discrete effort. What is discrete effort?

- A. It is a term used to describe activities whose effort cannot be directly measured to the project objectives.
- B. It is a term used to describe activities whose effort can be directly measured and linked to the project objectives.
- C. It is a term used to describe activities that are supportive of the project work, but not linked to the project deliverables.
- D. It is a term used to describe activities that are core project management processes, but not core project activities.

Answer: B

Explanation:

Discrete effort is a term used to describe the work that can be measured and traced to the components in the work packages. It is the actual work to create the project deliverables. Discrete effort refers to the particular work effort that can be identified and traced as having a direct tie to the final completion of the project-related work breakdown structure components and the deliverables. It is necessary that all the efforts have a specific measurable end product or end result.

Answer options A, D, and C are incorrect. These are not valid definitions of discrete effort.

NEW QUESTION 72

You are the project manager of the NHQ project. This project deals with a new technology that your company has never used before. You have petitioned the management to hire a consultant to help you and the project team to create the WBS, the activity list, and complete the duration estimates. The management is concerned about the costs of the consultant, but agrees to your request because of the nature of this new work. The consultant can best be described as what type of resource for this project?

- A. Direct expense
- B. External requirement
- C. Temporary resource
- D. Expert judgment

Answer: D

Explanation:

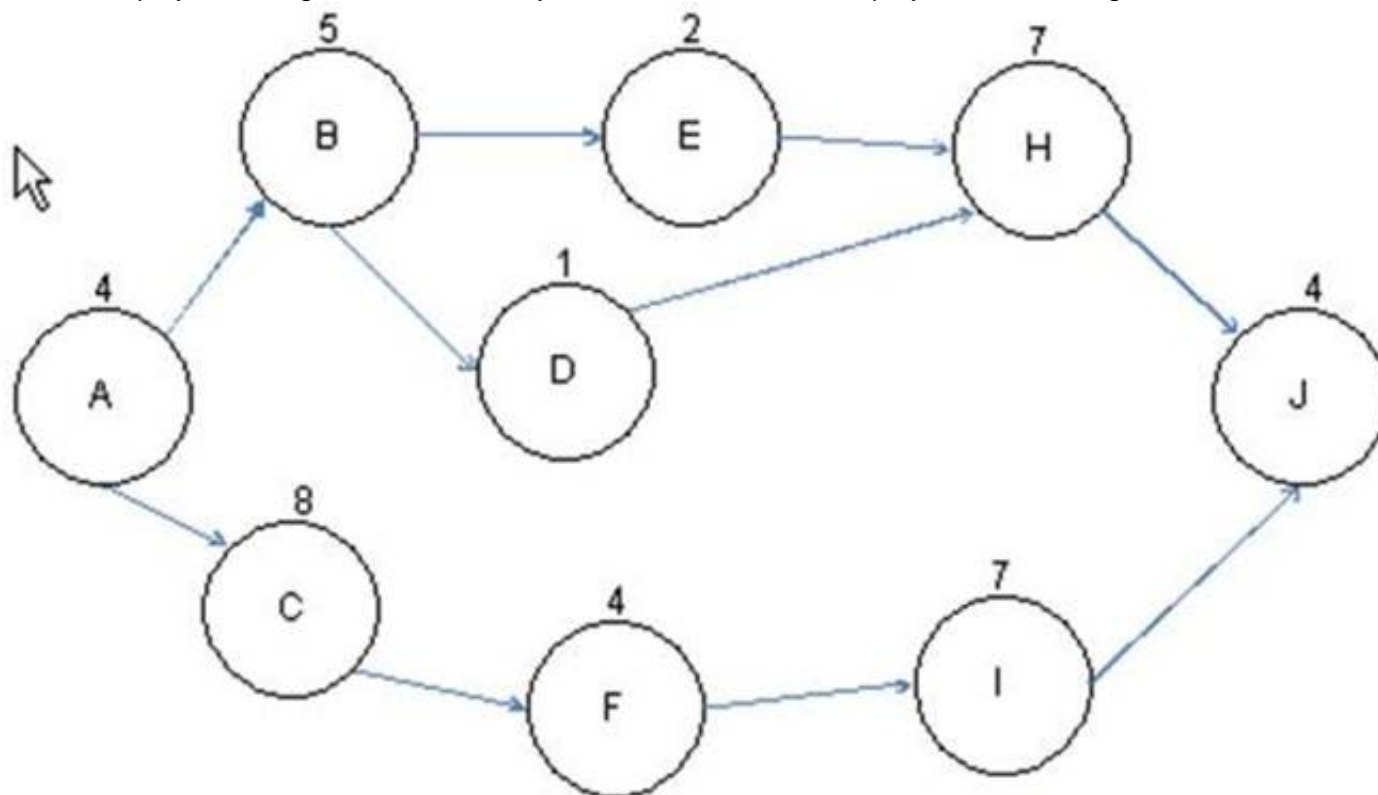
The consultant is an example of expert judgment, as he is helping you and the project team to create the project elements. Expert judgment is a technique based on a set of criteria that has been acquired in a specific knowledge area or product area. It is obtained when the project manager or project team requires specialized knowledge that they do not possess. Expert judgment involves people most familiar with the work of creating estimates. Preferably, the project team member who will be doing the task should complete the estimates. Expert judgment is applied when performing administrative closure activities, and experts should ensure the project or phase closure is performed to the appropriate standards.

Answer option A is incorrect. The consultant may be considered a direct expense because the fees can only be assigned to your project work, but this is not the best choice for the question.

Answer option B is incorrect. An external requirement is not a valid choice for this question. Answer option C is incorrect. A temporary resource is not a valid project management term.

NEW QUESTION 74

You are the project manager of the NHQ Project. You have 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 D is delayed by two days?

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

Answer: D

Explanation:

The path of ABDHJ will take 21 days to complete and cannot exceed 27 days or else the project will be late. If Activity B takes four additional days and Activity D takes two additional days, this adds $(4+2=6)$ six days to the path, bringing the path's duration to exactly $(21+6=27)$ twenty seven days. There is no available float left for Activity E 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 A, C, and B are incorrect. There is no float available because the path's duration has increased to 27 days.

NEW QUESTION 76

Samuel works as a project manager in Bluewell Inc. He is performing constructability analysis in one of the initial planning phases. Which of these does constructability take into account during analysis? Each correct answer represents a complete solution. Choose three.

- A. Quality inspections and compliance
- B. Location, logistics, and resource availability analysis
- C. Labor productivity studies from previous similar projects in the area
- D. The average price of general labor in the area

Answer: BCD

Explanation:

Constructability analysis takes into account the location, logistics, resource availability analysis, the average price of general labor in the area, and labor productivity studies from previous similar projects in the area. Constructability analysis is a process that starts in the initial planning phases and persists all over the entire planning cycle and into the implementation phase of the project. Constructability analysis during the planning process examines the methods and cost of installed equipment and materials, technology, site conditions, resources, and related infrastructure. The benefit of constructability analysis is to reduce both the time and cost of a project. Constructability analysis is repeatedly performed throughout the life-cycle of a project in order to optimize cost, plan, and schedule while mitigating risk. It is a very important process that needs to be performed early in planning to allow alternatives to be considered and integrated into the design.

Answer option A is incorrect. This comes under the quality assurance phase.

NEW QUESTION 81

John works as a project manager for BlueWell Inc. He is working on a high-profile project with 80 stakeholders and he needs to express to his project team and to the management the importance of communication in the project. He would like to show the number of stakeholder communication channels in the project. Based on this information how many communication channels exist within this project?

- A. 3000
- B. 79
- C. 80
- D. 3160

Answer: D

Explanation:

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 number of stakeholders in the formula we can get the required communication channel for the project. It is $(80 \times 79)/2$ for 3,160 communication channels.

NEW QUESTION 84

George is the project manager of the NHQ Project and has a budget of \$778,000. The project is scheduled to last for one year with an equal amount of work completed each quarter. The second quarter of the project has ended and George has spent \$325,000 but has only finished forty percent of the project. Management needs a variance report for the project schedule. What value should George report in this instance?

- A. .96
- B. -\$77,800
- C. \$-34,500
- D. -\$13,800

Answer: B

Explanation:

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. The earned value in this instance is forty percent of the project budget, \$778,000, and the planned value is \$398,000 because George is to be fifty percent done at the end of the second quarter, as the work is spread evenly across all quarters. The schedule variance is -\$77,800 for the project.

Answer option A is incorrect. .96 represents the cost performance index.

Answer option C is incorrect. -\$34,500 represents the project's variance at completion if the project continues as is.

Answer option D is incorrect. -\$13,800 is the cost variance for the project.

NEW QUESTION 87

CORRECT TEXT

Fill in the blank with the appropriate word. When activities are logically linked, they become the .

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

An activity is an individual element of work that is logically linked to other activities to form the schedule. Its primary characteristics include an overall duration based upon the resources applied to it (manpower, material, and equipment), as well as a start and completion date that is tied to a work calendar. It also has a relationship with other activities (predecessors and successors).

NEW QUESTION 90

Amy is working on a project which is forty percent complete though it was scheduled to be fifty percent complete as of today. Management has asked Amy to report on the schedule variance for her project. If Amy's project has a BAC of \$750,000 and she has spent \$485,000 to date, what is the schedule variance value?

- A. -\$75,000
- B. -\$42,000
- C. -\$45,000
- D. -\$65,000

Answer: A

Explanation:

The schedule variance is found by subtracting the planned value from the earned value. The earned value is the percentage of the project completeness multiplied by the BAC. Planned value is the percentage of where the project should be at this time multiplied by the BAC. 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. In this example,

EV = 40% of BAC

= 300,000, and PV = 50% of BAC

= 375,000

SV = 300,000 - 375,000

= -75,000

Answer options C, B, and D are incorrect. These are not the correct values for the schedule variance.

NEW QUESTION 93

Holly is the project manager for her organization. In her project, she has worked with the project team to define when the project team will be utilized in the project, the duration of the project activities, and the sequence in which the project work must be completed. During several phases of her project, the project team will need to work more than fifty hours per week. The project team members have agreed this is necessary and they're willing to do the work to complete the project. Management, however, has not approved Holly's schedule based on the overtime the scheduling will require. They have set a limit on the project schedule of 45 hours per week. What is this limit technically called? Each correct answer represents a complete solution. Choose all that apply.

- A. Constraint
- B. Assumption
- C. Execution variance analysis
- D. Resource leveling heuristic

Answer: AD

Explanation:

Resource leveling is a rule of limiting the total number of hours a project team may work during a given time period in the project. If management restricts the project work to 45 per week, as in this example, Holly's schedule will likely increase because the project team can't complete as much work in one given time period. While this may be seen as a constraint, because it limits Holly's options, it's technically called a resource leveling heuristic.

Answer option B is incorrect. It is an assumption that's believed to be true, but it hasn't been proven to be true.

Answer option C is incorrect. Execution variance analysis describes the difference between what was planned and what was executed. A better term for this experience would simply be a scope variance, scope change, or defect.

NEW QUESTION 98

The Define Activities process is the first process in the project time management knowledge area. The Define Activities process creates just three outputs as a result of decomposition, rolling wave planning, templates, and expert judgment. Which one of the following is not an output of the Define Activities process?

- A. Activity list
- B. Milestone list
- C. Activity attributes
- D. Project document updates

Answer: D

Explanation:

Project document updates are not an output of the Define Activities process. Project document updates are the outputs for estimate activity resources. Project document updates include the following:

Activity list
Activity attributes

Resource calendars

Answer option A is incorrect. The activity list is an output of the define activities process. Answer option C is incorrect. The activity attributes is an output of the define activities process.

Answer option B is incorrect. The milestone list is an output of the define activities process.

NEW QUESTION 102

You work as a project manager for BlueWell Inc. Your project is falling behind though the project team reports that the actual durations of their work is what they estimated. You investigate the cause and determine that the project team is not starting their assignments early enough to finish their work on time. While the duration of the assignments may be in synchronization with the duration estimates, the completion time is causing the project schedule to slip from the baseline. What can you do to rectify this problem?

- A. Increase the duration estimates for each activity.
- B. Discipline the project team.
- C. Add management reserve.
- D. Corrective actions.

Answer: D

Explanation:

Corrective actions should be taken to move the results of the project work back into alignment with the project scope. The project team must start their activities on time and finish on time. A corrective action is a change implemented to address a weakness identified in a management system. Normally corrective actions are implemented in response to a customer complaint, abnormal levels of internal nonconformity, nonconformities identified during an internal audit or adverse or unstable trends in product and process monitoring such as would be identified by SP

C. It is method of identifying and eliminating the causes of a problem, thus preventing their reappearance. Examples of a corrective action are :Improvements to maintenance schedules
Improvements to material handling or storage

Answer option C is incorrect. Management reserve is time and funds allotted for unforeseen issues and risks within the project.

Answer option A is incorrect. Padding each estimate may cause the project to succumb to Parkinson's Law: work expands to fill the amount of time allotted to it. In addition, the project team may still delay the start time of their project assignments.

Answer option B is incorrect. Disciplining the project team may be a good option if the problem continues. The best option is to first apply corrective actions.

NEW QUESTION 105

Which of the following individuals performs various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement?

- A. Seller
- B. Operations manager
- C. Functional manager
- D. Project manager

Answer: C

Explanation:

The role of a functional manager is to perform various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement. He is assigned his own permanent staff to carry out the ongoing work. He should have a clear directive to manage all tasks within his functional area of responsibility.

Answer option D is incorrect. A project manager is an expert in the field of project management. He is responsible for the entire project from inception to completion. The project manager leads the team and helps negotiate the multiple relationships within any project whether with clients, team members, firm principals or any variety of partners and functions as the hub of a project.

Answer option A is incorrect. Seller is also known as a vendor, supplier or contractor. They are external company's elements that enter into a contractual agreement to provide components or services necessary for the project.

Answer option B is incorrect. The role of operations manager is to perform various management roles in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance. The operations manager directly deals with constructing and maintaining the saleable products or services of the enterprise.

NEW QUESTION 107

Gary is the project manager for his organization. At each weekly status meeting with his project team, Gary collects information on the work that has been completed and reviews the work that is remaining in the project. Alice, one of Gary's project team members, consistently reports that she's late on her project work. After the meeting, Gary and Alice discuss why the work is late as it is causing other delays in the project. What is the review of the late work commonly called?

- A. Variance analysis
- B. Leadership
- C. Quality control
- D. Discipline

Answer: A

Explanation:

Variance analysis is the study to determine why a variance in the project exists. Alice's late work may be for a number of reasons so Gary needs to determine why in order to address the problem. Variance analysis is a process that examines the dissimilarities between the planned and the actual budget or schedule in order to discover unacceptable risks to the budget, schedule, quality, or scope of the project. It is a method for resolving the total variance in the set of scope, schedule, and cost variables into particular component variances that are associated with defined factors affecting the cost, scope and schedule variables.

Answer option D is incorrect. Discipline is not the best answer as Gary, at this point, is simply reviewing the situation to determine why the variance exists.

Answer option C is incorrect. Quality control is the inspection of the work results to prove the existence of quality and to prevent mistakes from reaching the customer.

Answer option B is incorrect. This may be a type of leadership, but it is not the best answer for the question.

NEW QUESTION 108

Your project has a BAC of \$750,000 and is 75 percent complete. According to your plan, however, your project should actually be 80 percent complete. You have spent \$575,000 of your project budget to reach this point and you are worried about the project not being able to complete based on your current project budget. What is the to-complete performance index for this project?

- A. 0.98
- B. -\$16,677
- C. 1.07
- D. 0.94

Answer: C

Explanation:

The to-complete performance index can be found by using the formula $(BAC - EV) / (BAC - AC)$ for a value of 1.07. The higher the value is from 1, the less likely the project will meet the BAC.

To-complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EAC.

TCPI indicates the future required cost efficiency needed to achieve a target EAC (Estimate At Complete). Once approved, the EAC supersedes the BAC as the cost performance goal. Any significant difference between TCPI and the CPI needed to meet the EAC should be accounted for by management in their forecast of the final cost. The formula for TCPI is as follows:

$$TCPI = \{(BAC - EV) / (BAC - AC)\}$$

Answer option A is incorrect. 0.98 is the project's cost performance index. Answer option D is incorrect. This is the project's schedule performance index.

Answer option B is incorrect. -\$16,667 is the project's variance at completion.

NEW QUESTION 111

Fred is the project manager of the NHA project. This project has a BAC of \$2,456,900 and is sixty percent complete. Fred has crashed the project, which has driven the project costs to date to \$1,525,140, but his project is five percent more complete than what was planned. What is the schedule variance for this project that Fred needs to report to the management?

- A. \$176,675
- B. \$122,845
- C. -\$85,000
- D. -\$51,000

Answer: B

Explanation:

There is positive variance of \$122,845 on Fred's project. Variances can be either positive or negative. 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. This is the project's variance at completion. Answer option D is incorrect. This is the cost variance for the project. Answer option A is incorrect. This is not a valid answer for the project.

NEW QUESTION 116

In which of the following group decision making techniques does the largest block in a group decide the group decision even if a bulk is not achieved?

- A. Majority
- B. Unanimity
- C. Dictatorship
- D. Plurality

Answer: D

Explanation:

The various techniques of group decision making are as follows: Unanimity: In this technique, everyone agrees on a single course of action. Majority: In this technique, more than 50% of the members of the group support the decisions. Plurality: In this technique, the largest block in a group decides even if a bulk is not achieved. Dictatorship: In this technique, one individual makes the decision for the group.

NEW QUESTION 120

Frank is the project manager in BlueWell Inc. He is working with his project to subdivide the project work packages into smaller, more manageable components. He and the project team are planning in detail all of the things the team will need to create, purchase, or do in order to satisfy the project scope. Management is concerned with the activity which Frank is using in this scenario, as they believe that Frank is taking too long to complete this pre- execution activity. Which of the following techniques of the activity process is Frank using in this example?

- A. Rolling wave planning
- B. Expert judgment
- C. Creating a project template
- D. Decomposition

Answer: D

Explanation:

This is an example of decomposition. Frank and the project team are subdividing the work packages into smaller, more manageable units called activities. 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.

NEW QUESTION 122

Lara has been assigned to a construction project. The project includes constructing a residential building with fifty flats. On which of the following events will the project be considered successful?

- A. The project meets or exceeds the expectations of the stakeholders.
- B. The building is complete and handed over to the authority concerned.
- C. The keys of the first flat are handed over to the owner of the flat.
- D. Successful possession of all flats is made.

Answer: A

Explanation:

A project is considered successfully completed when the stakeholder needs and expectations are met or exceeded. What is a project? In project management a project consists of a temporary endeavor undertaken to create a unique product, service or result. An other definition is a management environment that is created for the purpose of delivering one or more business products according to a specified business case. Project have the following characteristics: They are unique. They are temporary in nature and have a definite beginning and ending date. They are completed when the project goals are achieved. Their success is measured by evaluating whether they meet or exceed expectations of the stakeholders. Project objectives define target status at the end of the project, reaching of which is considered necessary for the achievement of planned benefits. A project should be specific, measurable achievement, achievable, realistic, time bounded, ethical and recorded. The evaluation (measurement) occurs at the project closure. However a continuous guard on the project progress should be kept by monitoring and evaluating. 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. Answer options D, C, and B are incorrect. These events are not the measurement of the project's success.

NEW QUESTION 126

Thomas works as a contract-based project manager for BlueWell Inc. Management has hired Thomas to manage a high-risk project because Thomas has years of experience with this technology and similar project. Thomas would like to use his own templates for the project schedule, quality, and risk management approach. Management is fine with this, except after reviewing the template they had preferred Thomas to use 24-hour time periods for his project calendar rather than the 8-hour time periods as indicated. Thomas agrees, but now he has to update what document in his project management plan?

- A. Project calendar
- B. Activity attributes
- C. Resource calendar
- D. Schedule management plan

Answer: A

Explanation:

The project calendar needs to be updated to reflect the 24-hour time period rather than the 8-hour time period. The project calendar is used to define the working and nonworking days and times for tasks. This calendar is usually used to represent an organization's traditional working hours. Project uses this calendar to schedule tasks that do not have resources assigned or that have a task type of fixed duration. By default, the Standard base calendar is used as the project calendar. A user can also reflect alternative schedules by using other base calendars. The working days and hours in the project calendar reflect the working days

and hours for the whole project. A user can also specify special days off, such as company holidays. A user can also indicate other nonworking times to reflect periods when the whole team will be working on nonproject activities, such as company meetings or department retreats.

Answer option D is incorrect. The schedule management plan will reference to the project calendar and the resource calendar. It does not need to be updated directly as a result of the time period change.

Answer option C is incorrect. The resource calendar does not need to be updated as this document defines when resources are available.

Answer option B is incorrect. The activities of the project are not changing, only the time periods of the project calendar.

NEW QUESTION 128

You are the project manager of the GHY Project. This project is scheduled to last for one year and has a BAC of \$4,500,000. You are currently 45 percent complete with this project, though you are up posed to be at your second milestone which accounts for half of the project completion. There have been some errors in the project which has caused you to spend \$2,073,654. What is this project's schedule variance?

- A. 10 percent
- B. -\$48,654
- C. -\$225,000
- D. 0.98

Answer: C

Explanation:

The schedule variance can be found by subtracting the planned value from the earned value. In this instance, it is \$2,025,000 minus \$2,250,000. 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 B is incorrect. This is the cost variance for the project. Answer option A is incorrect. 10 percent is not a valid answer.

Answer option D is incorrect. This is not a valid variance for this question; variances are typically negative numbers.

NEW QUESTION 133

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. Management is concerned that this project will be over budget upon completion. Management would like to create a report telling them how much more the project will need to complete. What value should you tell management?

- A. \$566,305
- B. \$787,504
- C. \$1,312,504
- D. \$733,456

Answer: B

Explanation:

The project will need \$787,504 more to complete. This formula, the estimate to complete, is estimate at completion minus the actual costs. Here, $CPI = EV/AC = (0.40 * 1,258,456) / 525,000 = 0.95882$, and $ETC = EAC - AC$

$= (BAC/CPI) - AC$

$= (1,258,456 / 0.95882) - 525,000$

$= 1,312,504 - 525,000$

$= 787,504$

The estimate to complete (ETC) is the expected cost needed to complete all the remaining work for a scheduled activity, a group of activities, or the project. ETC helps project managers predict what the final cost of the project will be upon completion. The formula for the ETC is $EAC - AC$. The EAC is BAC/CPI .

Answer option C is incorrect. This is the estimate at completion. Answer option A is incorrect. This is the planned value.

Answer option D is incorrect. This is not a valid value based on the current project performance.

NEW QUESTION 138

You are the project manager for the GRT Project in your organization. You have created your time duration estimates based on historical information, but the estimates are not holding true in your current project. Unfortunately, many activities are late. You have decided to create a PERT estimate with your project team for each of their activities. What is the formula used for PERT?

- A. $O+M+P$
- B. $(O+M+P)/3$
- C. $(O+4M+P)/6$
- D. Average of the estimates

Answer: C

Explanation:

PERT uses the formula of $(O+4M+P)/6$ to predict the duration of the project activities and the overall project schedule. 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.

Answer option A is incorrect. This is not a valid formula.

Answer option D is incorrect. This almost describes the three-point estimate, but does not answer the question about PERT.

Answer option B is incorrect. This is the formula for the three-point estimate. Note the PERT, while similar, uses 4M and divides the result by six factors.

NEW QUESTION 143

You work as a project manager for BlueWell Inc. Which of the following tools/techniques will you use to demonstrate how a process behaves over time, and when a process is subject to special cause variation, resulting in an out-of-control condition?

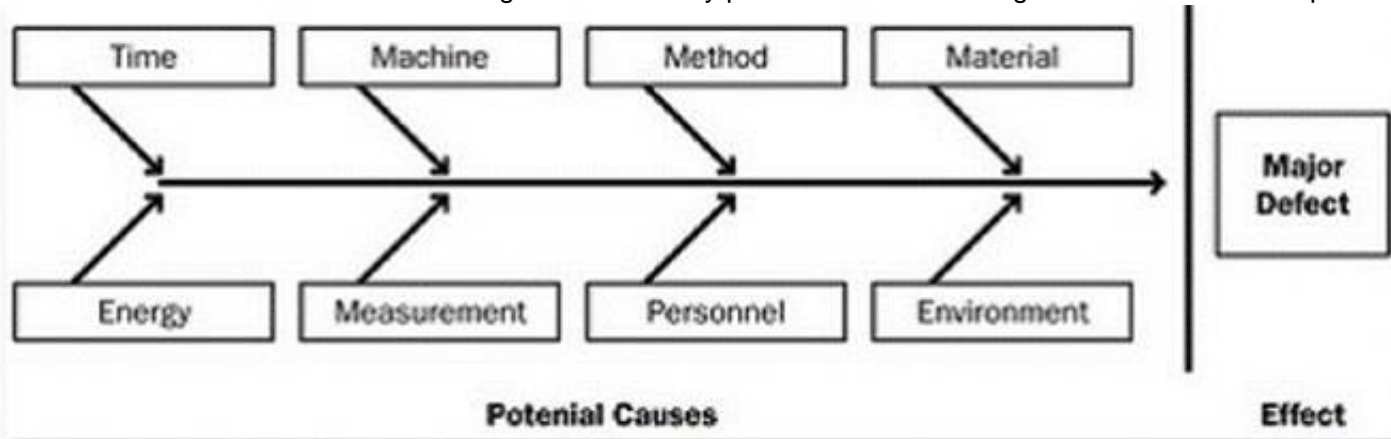
- A. Pareto Chart
- B. Ishikawa Diagram
- C. Scatter Chart
- D. Control Chart

Answer: D

Explanation:

You should use the control charts to demonstrate how a process behaves over time, and when a process is subject to special cause variation, resulting in an out-of-control condition. Control charts are graphical representations of different processes. These charts contain the maximum and minimum values allowed. Control charts are used to determine whether or not a process is stable or has predictable performance. A process is considered out of control when a data point exceeds a control limit or if seven consecutive points are above or below the mean.

Answer option B is incorrect. The Ishikawa diagram (or fishbone diagram or also cause- and-effect diagram) are diagrams, that shows the causes of a certain event. A common use of the Ishikawa diagram is to identify potential factors causing an overall effect. It helps identify causal factors and contributing causes.



It is known as a fishbone diagram because of its shape, similar to the side view of a fish skeleton. It is considered as a basic tool of quality management.

Answer option A is incorrect. A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order. The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to right. The chart is named after Vilfredo Pareto, and its use in quality assurance was popularized by Joseph M. Juran and Kaoru Ishikawa.

Answer option C is incorrect. A scatter chart is a type of display using Cartesian coordinates to display values for two variables for a set of data. The data is displayed as a collection of points, each having the value of one variable determining the position on the horizontal axis and the value of the other variable determining the position on the vertical axis. A scatter diagram shows the pattern of relationship between two variables. This tool allows the quality team to study and identify the possible relationship between changes observed in two variables. Dependent variables versus independent variables are plotted. The closer the points are to a diagonal line, the more closely they are related.

NEW QUESTION 144

Frank is the project manager of a construction project. In this project, Frank has elected to allow the interior design phase of the project to overlap with the pool construction phase of the project. Normally, Frank would not allow these two phases to overlap, but for this project, he has elected to do so in order to compress the project schedule. What is this schedule compression technique called?

- A. Resource leveling heuristic
- B. Lead time
- C. Fast tracking
- D. Crashing

Answer: C

Explanation:

This is an example of fast tracking. Fast tracking allows phases to overlap in order to compress the project schedule.

Answer option D is incorrect. Crashing adds labor to the project in order to complete effort- driven activities in less time.

Answer option B is incorrect. The lead time allows individual activities to overlap, not entire phases.

Answer option A is incorrect. Resource leveling heuristics are rules that limit the amount of time a labor resource may contribute to the project in a given time period.

NEW QUESTION 149

Beth works as a project manager for BlueWell Inc. Which of the following tools and techniques of Administer Procurements process will Beth use to manage contracts, and procurement documentation and records?

- A. Records Management System
- B. Performance reporting
- C. Inspection and Audit
- D. Payment System

Answer: A

Explanation:

A records management system is used to manage contract, and procurement documentation and records by the project managers. It includes specific set of processes, related control functions, and automation tools that are merged as part of the project management information system.

Answer option D is incorrect. Payment system determines the payments to the seller, which is processed by the account payable system of the buyer after certification of satisfactory work by the authorized person on the project team.

Answer option C is incorrect. Inspection and audits are required by the buyer and supported by the seller as mentioned in the procurement contract during execution of the project to verify the compliance in the seller's work processes or deliverables.

Answer option B is incorrect. Performance reporting offers the management with the information about how effectively the seller is achieving the contractual objectives.

NEW QUESTION 154

You are the project manager for your organization. You are working with your virtual team to create activity duration estimates for your current project. This virtual team is comprised of team members from around the world. Much of this process will be completed by geographical locations though some conferences will require all the team members to participate and to coordinate the activities that will interact between the different sites. The project manager must consider all of the following when creating the activity duration estimates except for which one?

- A. Project calendar
- B. Critical path
- C. Resource calendar
- D. Time zone differences

Answer: B

Explanation:

When it comes to creating the project's activity duration estimating, the critical path is not yet a concern. The critical path will be determined by the duration of the project activities and the sequencing of the project events. A critical path is the sequence of project activities, which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path. These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources).

Answer option C is incorrect. The resource calendar must be considered for the availability of the project resource.

Answer option A is incorrect. The project calendar must be considered to determine when the project work is allowed to take place in the different sites.

Answer option D is incorrect. Time zone differences must be considered for communication demands and coordination of events between the geographical sites.

NEW QUESTION 159

You are the project manager of the GYG Project. A new scope change is being considered for your project. You are concerned, however, that the scope change may add costs, risks, and adversely affect the project schedule. What project management process is responsible for evaluating the full effect of a proposed scope change on your project?

- A. Scope change control
- B. Schedule change control
- C. Integrated change control
- D. Change Control Board approval process

Answer: C

Explanation:

The integrated change control process reviews proposed changes and determines what effect the change will have on the entire project. This includes scope, time, cost, quality, human resources, communication, risk, and procurement. Integrated change control is a way to manage the changes incurred during a project. It is a method that manages reviewing the suggestions for changes and utilizing the tools and techniques to evaluate whether the change should be approved or rejected. Integrated change control is a primary component of the project's change control system that examines the affect of a proposed change on the entire project.

Answer option A is incorrect. Scope change control focuses only on the effect of the change on the project scope.

Answer option B is incorrect. Schedule change control focuses only on the effect of the change on the schedule.

Answer option D is incorrect. The Change Control Board is a committee of key stakeholders, usually management, the project manager, and the project customer, to evaluate proposed changes. This board, however, is not a project process.

NEW QUESTION 163

You are the project manager for your organization. You are working through the control schedule process. According to the PMBOK, there are four inputs to this process. Which one of the following is NOT an input to the control schedule process?

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

Answer: A

Explanation:

Schedule data is not an input to the control schedule process. Organizational process assets are the final input to the control schedule process. The inputs of schedule control process are as follows: Project Management Plan Project Schedule Work Performance Integration Organizational Process Assets

Answer option C is incorrect. The project management plan is an input to the control schedule process.

Answer option D is incorrect. The project schedule is an input to the control schedule process.

Answer option B is incorrect. Work performance information is an input to the control schedule process.

NEW QUESTION 165

Holly is the project manager of the NDS project and she is 85 percent complete with her project though she should be 95 percent complete. Her project has a BAC of \$9,850,400 and she has spent \$8,011,221 to date. What is Holly's schedule variance for this project?

- A. \$163,626
- B. \$130,901
- C. -\$985,040
- D. 0.16

Answer: C

Explanation:

The schedule variance for a project can be found by subtracting the planned value from the earned value. In this instance, it would be as follows:

$SV = EV - PV$

$=(0.85 \times 9,850,400) - (0.95 \times 9,850,400)$
 $= 8,372,840 - 9,357,880$
 $= -985,040$

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 B is incorrect. \$130,901 is the cost variance.

Answer option A is incorrect. \$163,626 is the variance at completion for this project. Answer option D is incorrect. 0.16 is the difference between the schedule performance index of .84 and a perfect schedule.

NEW QUESTION 168

You are the project manager of the NHQ Project. You are coaching Alice, a new project manager, on the relationships in a project network diagram. Which relationship type between activities are the most common?

- A. SS
- B. FS
- C. FF
- D. SF

Answer: B

Explanation:

The finish-to-start relationship type is the most common in a project network diagram. It means that the predecessor activity must finish before its successor activity can start. For example, the carpet must be installed before the painting activity can begin. What is precedence diagramming method (PDM) in sequence activities? Precedence diagramming method (PDM) is used in critical path methodology for building a project schedule network diagram that uses boxes or rectangles, referred to as nodes, to represent activities, and join each other with arrows that show the logical relationship that exists between them. This technique is also known as Activity-On-Arrow (AOA). It includes four types of dependencies or logical relationships: Finish-to-start (FS): The initiation of the successor activity depends upon the completion of the predecessor activity. Finish-to-finish (FF): The completion of the successor activity depends upon the completion of the predecessor activity. Start-to-start (SS): The initiation of the successor activity depends upon the initiation of the predecessor activity. Start-to-finish (SF): The completion of the successor activity depends upon the initiation of the predecessor activity.

NEW QUESTION 173

You are the project manager for your organization. You are discussing an upcoming project with management and they would like you to begin decomposing the project work packages into activities as soon as possible. You have explained to the management that you would like to involve your project team before the decomposition of the work packages begins. Why would you want your project team to involve in this activity?

- A. To understand the exact type of work the project team will be completing
- B. To help the activity go faster
- C. To get better and more accurate results through the decomposition
- D. To create assignments for the project team as the activities are discussed

Answer: C

Explanation:

Involving the project team is needed as part of the work package decomposition to get better and more accurate results. The project team comprises the people completing the work and often the experts that can direct the discussion and decomposition efforts. The decomposition technique is used to further divide all project deliverables into smaller component activities. Activities correspond to the effort required to complete a work package. Each and every work package in the WBS is decomposed into the activities needed to create the work package deliverables. Involving team members in the decomposition technique results in better and more precise outcomes.

Answer option B is incorrect. While the team may help the activity decomposition go faster, this is not the best choice for this question.

Answer option A is incorrect. Through the decomposition process, the project manager will learn about the project work, but this is not the primary reason to involve the project team. Answer option D is incorrect. It is possible to create assignments while completing the activity list, but usually all of the activities are defined and sequenced, and then resources are assigned to manage availability and utilization.

NEW QUESTION 174

You work as the project manager for BlueWell Inc. Mark, a project team member, has some doubts related to the outputs of the control schedule process. Which of the following is an output of the control schedule process?

- A. Project schedule
- B. Lessons learned
- C. Change request
- D. Activity resource requirement

Answer: C

Explanation:

Only change request is a valid answer. The five outputs of the control schedule process are work performance measurements, organizational process assets updates, change requests, the project management plan updates, and project document updates. Change requests are requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets or revise schedules. These requests for a change can be direct or indirect, externally or internally initiated, and legally or contractually imposed or optional. A Project Manager needs to ensure that only formally documented requested changes are processed and only approved change requests are implemented. Answer option D is incorrect. Activity resource requirement is not an output of the control schedule process.

Answer option A is incorrect. The project schedule is not an output of the control schedule process.

Answer option B is incorrect. Lessons learned is not an output of the control schedule process.

NEW QUESTION 178

You work as a scheduler for your organization. You are developing a schedule and its constraints for the SAP project. There are nine inputs to develop a project schedule. Which of the following is NOT an input to the schedule development process?

- A. Work breakdown structure
- B. Activity attributes
- C. Resource calendars
- D. Activity list

Answer: A

Explanation:

The WBS is not an input, directly, to the develop schedule process. Technically, you will need the scope baseline, which does include the WBS. The inputs in developing a schedule process are of nine types, which are as follows:

Activity list

Activity attributes

Project schedule network diagrams Activity resource requirements Resource calendars

Activity duration estimates Project scope statement Enterprise environmental factors Organization process assets

NEW QUESTION 181

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.

Answer: B

Explanation:

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.

NEW QUESTION 184

You work as a project manager for BlueWell Inc. You are creating the activity list for the project. The activity list is based on the work packages defined in the project's WBS. Activities provide a basis for all of the following information except for which one?

- A. Scope baseline
- B. Executing
- C. Scheduling
- D. Estimates

Answer: A

Explanation:

The project's scope baseline is not derived or provided by the project's activity list. The scope baseline is made of the project's WBS, WBS Dictionary, and the Project Scope Statement. The activity list provides for estimating, scheduling, executing, and monitoring and controlling the project work. The scope baseline is an element of the project management plan. The contents of the scope baseline include the following: Project scope statement: It includes the product scope description and the project deliverables, and defines the product user acceptance criteria. WBS: It defines each deliverable and the decomposition of the deliverables into work packages. WBS dictionary: It contains the detailed description of work and technical documentation for each WBS element.

Answer option D is incorrect. Estimates do provide a basis for creating time and cost estimates.

Answer option B is incorrect. Activities are executed in the project.

Answer option C is incorrect. Activities are scheduled as part of project planning.

NEW QUESTION 188

You are the project manager for your organization. Management has asked you for this current project. You use the critical chain method to create the project network diagram rather than the more traditional critical path method. What is the critical chain method?

- A. It examines only the non-critical path activities that are considered near critical, if the float is one day or less.
- B. It examines only the critical path activities to determine when the project completion date may be.
- C. It examines the availability of needed project resources to determine when activities may actually happen.
- D. It generates a Gantt chart that reflects the availability of project resources and considers working and non-working days for the project.

Answer: C

Explanation:

The critical chain method is similar to the critical path method, but it considers the availability of project resources. The critical path method assumes that the project resources are available for the identified project work in the sequence of the work as defined in the project network diagram. The Critical Chain method is a project management technique in which schedule network analysis is used for the purpose of modifying and determining a set of project schedules to account for more inadequate than estimated project financial resources. This method tends to keep the resources levelly loaded, but requires the resources to be flexible in their start times and to quickly switch between tasks and task chains to keep the whole project on schedule. In the Critical Chain method, projects are completed more rapidly and with better scheduling consistency.

Answer options B, A, and D are incorrect. These are not valid definitions for the critical chain method.

NEW QUESTION 189

Cathy is the project manager of the NNQ Project. She currently has completed 45 percent of the project but was scheduled to have 65 percent of the project completed. This project has a budget of \$344,000 and was scheduled to last four months. Cathy has spent \$198,998 to date on the project. Based on this information, what is the estimate at completion for the NNQ Project?

- A. -\$98,217.78
- B. -\$44,198
- C. \$441,025.64
- D. \$243,219.78

Answer: C

Explanation:

The estimate at completion (EAC) formula is the Budget at Completion (BAC)/Cost Performance Index (CPI). In this instance, the CPI is .78 and the BAC is \$344,000. Cathy's project isn't doing too well.

Answer option D is incorrect. This value represents the estimate to complete for the project.

Answer option B is incorrect. This value represents the negative cost variance.

Answer option A is incorrect. This value represents the negative value the project will have once all the work is completed.

NEW QUESTION 190

Kelly is the project manager of her organization. She is reviewing the project network diagram to confirm that the resource she has identified is available to complete the project assignments without conflicting with other activities in the project node. The availability of resources will help Kelly determine the final finish date for the project. What scheduling technique is Kelly using?

- A. Critical Chain method
- B. Resource utilization
- C. Critical Path method
- D. Resource leveling heuristics

Answer: A

Explanation:

The Critical Chain method examines the availability of project resources to determine when the resource may be utilized without conflicting with other activities. The Critical Chain method is a project management technique in which schedule network analysis is used for the purpose of modifying and determining a set of project schedules to account for more inadequate than estimated project financial resources. This method tends to keep the resources levelly loaded, but requires the resources to be flexible in their start times and to quickly switch between tasks and task chains to keep the whole project on schedule. In the Critical Chain method, projects are completed more rapidly and with better scheduling consistency.

Answer option C is incorrect. The Critical Path method examines the duration of the critical path to determine the finish date for the project. It does not consider when project activities are available.

Answer option B is incorrect. Resource utilization simply means that the resource is scheduled for work.

Answer option D is incorrect. A resource leveling heuristic is a guideline, such as a maximum of 35 hours per week, per resource. It is a rule that usually signals the maximum amount of hours a resource may be utilized on the project.

NEW QUESTION 193

Vicky is the project sponsor of Robert's project. She has requested several changes for the project scope and these changes have, of course, been approved. Robert needs to incorporate the project scope changes into the activity list. Where else should Robert reflect these project changes?

- A. Project final report
- B. Scope baseline
- C. Quality control mechanism
- D. Cost baseline

Answer: B

Explanation:

All scope changes should also be updated in the project scope baseline. The scope baseline is the project scope statement, work breakdown structure (WBS), and the WBS dictionary.

Answer option D is incorrect. If the changes affect cost then the cost baseline would also be updated. The question did not indicate that there would be a change in the project cost. Answer option C is incorrect. Quality control does not change. It always reflects the demands of the project scope.

Answer option A is incorrect. The project final report evaluates the success and failures of the project scope.

NEW QUESTION 196

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.

Answer: C

Explanation:

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.

NEW QUESTION 200

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

Answer: D

Explanation:

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.

NEW QUESTION 202

A project manager is reviewing her project performance. Her project has a BAC of \$950,000 and is currently 40 percent complete, though it was scheduled to be 45 percent complete at this time. Her project has spent \$387,526. Management would like to know if there is a schedule variance. What is the planned value for this project?

- A. -\$47,500
- B. 0.89
- C. \$427,500
- D. 0.98

Answer: C

Explanation:

The planned value is the percentage of where the project should be times the budget at completion. In this instance, it is 45 percent of the \$950,000. Here, it can be calculated as follows: $PV = 45\% \text{ of BAC} = 0.45 * 950,000 = 427,500$ Planned value (PV) is the authorized budget assigned to the schedule work to be accomplished for a schedule activity or work breakdown structure component. It serves as a baseline against which actual performance is measured. The theory of planned value is of vital importance to the project management team and it is important to keep careful track of this. The term planned value can also be in some situations referred to by the project management team and the project management team leader as the budgeted cost of work scheduled (BCWS).

Answer option A is incorrect. -\$47,500 is the schedule variance ($SV = EV - PV$). Answer option B is incorrect. This is the schedule performance index ($SPI = EV/PV$). Answer option D is incorrect. This is the cost performance index ($CPI = EV/AC$).

NEW QUESTION 205

John is the project manager for his organization. Management has asked John to fast track his project in order to reach a particular date for the project completion. When John fast tracks the project what project management component must be updated to reflect this decision? Choose the best answer.

- A. Organizational process assets
- B. Cost management plan
- C. Resource calendars
- D. Risk register

Answer: D

Explanation:

Fast tracking allows phases of the project to overlap and increases risk for the project. When new risks are introduced into the project they should be recorded in the risk register. Risk register is a document that contains the results of the qualitative risk analysis, quantitative risk analysis, and risk response planning. Description, category, cause, probability of occurring, impact on objectives, proposed responses, owner, and the current status of all identified risks are put in the risk register.

Answer option B is incorrect. The costs do not change because of the new fast tracking requirement.

Answer option C is incorrect. Resource calendars show the availability of project resources.

Answer option A is incorrect. Organizational process assets are updated as a result of updating the risk register when you consider that the risk register will become part of the organizational process assets. However, this is not the best answer for this question.

NEW QUESTION 210

Maurice is the project manager of the NHQ Project and his project team has just finished the project activities. The quality control team reports that the project deliverables are perfect. The only thing left to in the project is to verify scope. This process will be performed by the project stakeholders. Maurice is required to submit a final project report and report on the project performance. Maurice's project had a budget of \$234,000 but the project spent \$245,000. In the final report management wants to know the project's cost performance index (CPI). What value should Maurice report?

- A. -\$11,000
- B. .96
- C. There is not enough information to know.
- D. 1

Answer: B

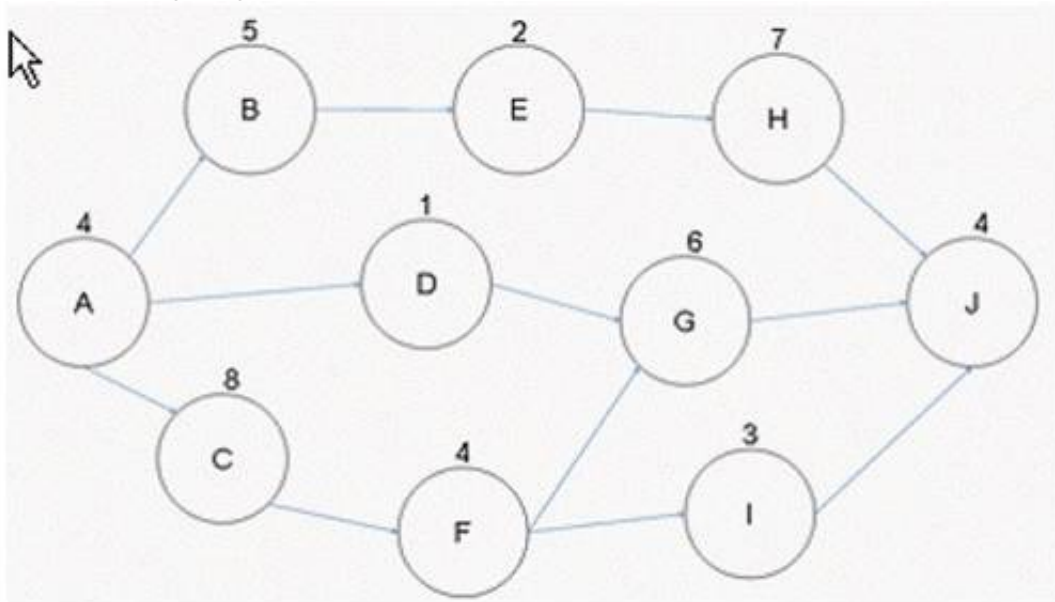
Explanation:

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. In this instance, the earned value is \$234,000 as the project work is 100 percent. The actual costs are \$245,000.

Answer option D is incorrect. This is the schedule performance index value. Answer option A is incorrect. This is the variance at completion for the project. Answer option C is incorrect. There is enough information to find the answer.

NEW QUESTION 212

Examine the figure given below.



In this project network diagram, what is the total float for Activity I?

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

Answer: A

Explanation:

The float for Activity I is three days. The early start for Activity I is Day 17 and the late start for Activity I is Day 20. Therefore, the difference of the early start and the late start reveals the float as three days. It is possible, and acceptable, to use the difference of the early finish and the late finish to find the float, as the value will be the same amount.

Answer options B, D, and C are incorrect. These are not the valid calculation for the total float.

NEW QUESTION 217

In the project time management knowledge area, there are six processes. According to the PMBOK, which project time knowledge area will have the majority of the effort?

- A. Estimate activity resources
- B. Define activities
- C. Control schedule
- D. Develop schedule

Answer: C

Explanation:

Of all six processes, the control schedule process will take the majority of the time in the project time management knowledge area. Control schedule process is a method of monitoring the status of the project to update project progress and deal with the changes to the schedule baseline. It is concerned with: Determining the current status of the project Influencing the factors that create schedule changes Determining that the project schedule has changed Managing the actual changes as they occur Control schedule is a component of the Perform Integration Change Control process.

Answer options B, A, and D are incorrect. These processes will not take the longest to complete.

NEW QUESTION 220

What is the formula to find the schedule performance index?

- A. EV-PV
- B. EV/AC
- C. EV/PV
- D. EV-AC

Answer: C

Explanation:

The schedule performance index shows how well the project is performing on schedule. It is found by dividing the earned value by the planned value. 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 D is incorrect. EV-AC is the project's cost variance.

Answer option B is incorrect. EV/AC is the project's cost performance index. Answer option A is incorrect. EV-PV is the project's schedule variance.

NEW QUESTION 223

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

Answer: D

Explanation:

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.

NEW QUESTION 228

CORRECT TEXT

Fill in the blank with an appropriate phrase. The _____ is defined in terms of either the product or the type of customer or industry sector.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

The application area is defined as a type of project that comprises common components important in such projects, but are not required or present in all projects. The application area is defined in terms of either the product or the type of customer or industry sector.

NEW QUESTION 231

Mary is the project manager for her organization. She is working with the project team to define the project activities. She is concerned about some of the dependencies of the project work, which may affect the project schedule. Which one of the following is the best example of a project constraint that will likely affect the project's ability to finish by a given deadline?

- A. The project must use internal team members to complete the project work.
- B. The project must adhere to several regulations.
- C. The project must use the BGH company to deliver the software portion of the project.
- D. The project must not exceed \$1,250,000.

Answer: C

Explanation:

Of all the constraints listed only this is an external dependency, which can directly affect the project manager's control over the project work. If the BGH company is late delivering

the software portion of the project, it will likely have an effect on the project's ability to complete the project on time.

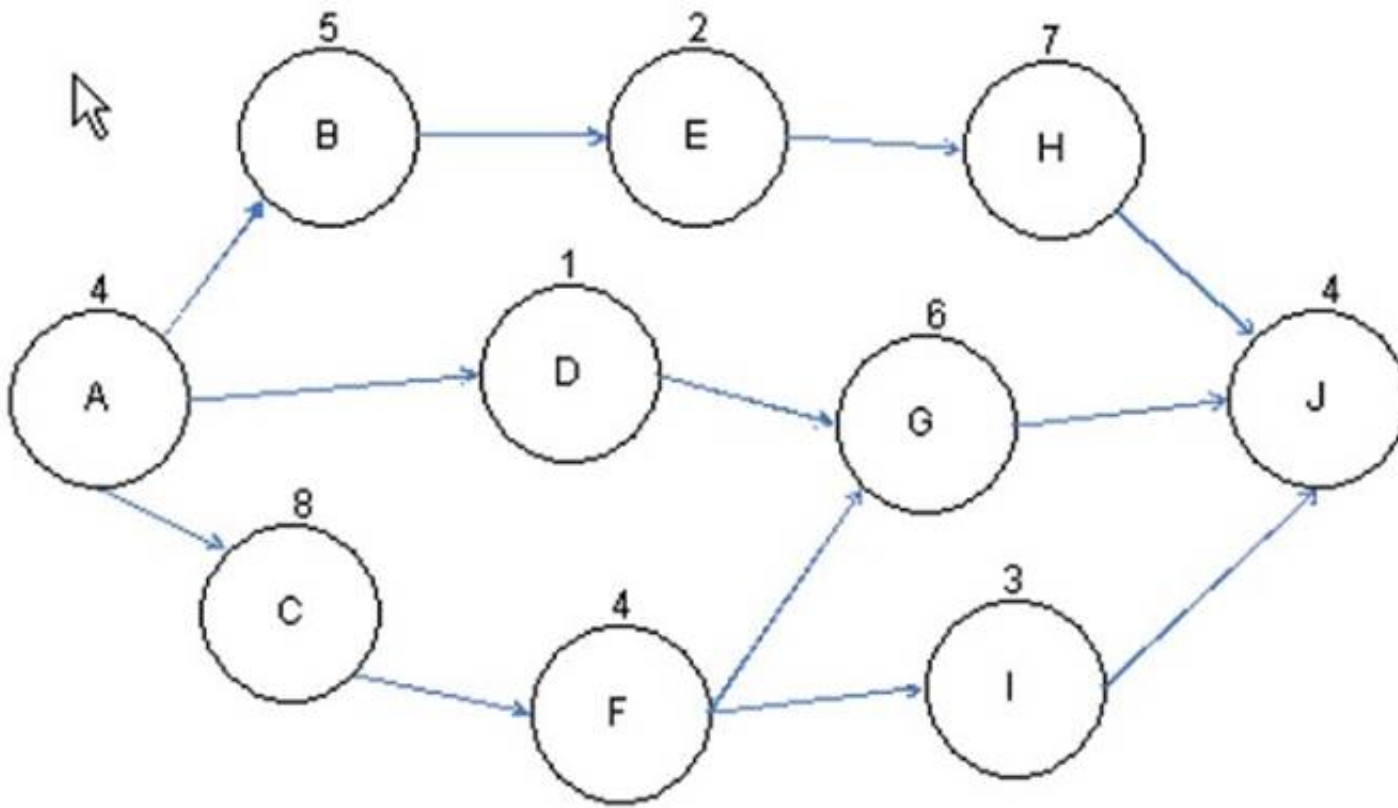
Answer option B is incorrect. While regulations may affect the project timing, this is not the best choice.

Answer option D is incorrect. The \$1,250,000 is an example of cost constraint.

Answer option A is incorrect. This is only constraint if the project team members are not available, or do not have the required skills to complete the project work.

NEW QUESTION 235

You are the project manager of the GHQ Project. You have to prioritize activities for the effective management of project. For this, you have created a network diagram to schedule a set of project activities as shown in the figure:



Based on this figure, what is the critical path of this project?

- A. ABEHJ
- B. ACFIJ
- C. ADGJ
- D. ACFGJ

Answer: D

Explanation:

The activity nodes of path ACFGJ equals 26 days and is the longest path to completion - it is the critical path.

$$ACFGJ = A(4) + C(8) + F(4) + G(6) + J(4) = 26$$

What is a critical path?

A critical path is the sequence of project activities, which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path. These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources).

Answer option A is incorrect. ABEHJ takes only 22 days to complete; it is not the critical path. $ABEHJ = A(4) + B(5) + E(2) + H(7) + J(4) = 22$

Answer option C is incorrect. ADGJ takes only 15 days to complete; it is not the critical path. $ADGJ = A(4) + D(1) + G(6) + J(4) = 15$

Answer option B is incorrect. ACFIJ takes only 23 days to complete; it is not the critical path. $ACFIJ = A(4) + C(8) + F(4) + I(3) + J(4) = 23$

NEW QUESTION 237

You are the project manager of the NHQ project. This project is currently running about 15 percent behind schedule and the management has asked you to rectify the problem. You have elected to crash the project. What does this term mean?

- A. Reject all proposed change requests for the project.
- B. Add resources to the project work.
- C. Add cost to the project budget.
- D. Cut non-value added activities to the project.

Answer: B

Explanation:

Crashing means that the project manager will add resources to the project to complete effort-driven activities in the project. This schedule compression technique adds costs to the project. What is crashing? 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 C is incorrect. Crashing does generally add costs to the project because of the labor added, but this is not the best choice for the question.

Answer options D and A are incorrect. These are not the valid definitions of crashing.

NEW QUESTION 241

Kenny is the project manager for the NHQ organization. She is creating the project duration estimates. She has stressed to her project team that they will need to create accurate and reliable project duration estimates without padding their estimates for errors or risks. Kenny is also relying on historical information to help her predict the duration of the project work. Jennifer, one of the project team members, wants to know how Kenny will account for the certain-to-happen errors and delays in the project schedule. What approach should Kenny use in the project?

- A. Rewards and recognition for completing the project work without delays
- B. Analogous estimating
- C. Three-point estimates
- D. Management reserve

Answer: D

Explanation:

Management reserve is an allotment of time added to the end of the project schedule. When delays happen within the project, the delays are subtracted from the management reserve.

Answer option C is incorrect. Kenny is not using a three-point estimate in this instance. Answer option A is incorrect. Rewards and recognitions are a good incentive for accurate work, but errors and delays may still happen and the rewards would not necessarily prevent delays in the project.

Answer option B is incorrect. Kenny may be using some type of analogous estimating to predict activity duration, but the best answer is the reliance on the management reserve.

NEW QUESTION 244

CORRECT TEXT Fill in the blank with an appropriate phrase. The contains the schedule components and the rules for relating and using the components to represent the process for completing a project.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

A scheduling tool consists of the schedule components and the rules for connecting and using the components to characterize the process for completing a project. It is used to gather the schedule model and provide the means of adjusting various parameters and components that are typical in a modeling process.

NEW QUESTION 247

You are creating a status report to show how your project is progressing. Management is interested in several key activities and their status. You need to report work performance information to management. All of the following are example of work performance information you should include in your report except for which one?

- A. How the project is performing on its schedule.
- B. Performance of the selected project vendors
- C. Which activities have been started and which activities have been finished.
- D. Percent of completion for the in-progress activities

Answer: B

Explanation:

Vendor performance, while important, is not part of the work performance information. Management is interested in the how well the project is performing, what activities are currently underway, and what's been completed to date.

Answer option A is incorrect the project's performance on schedule should be reported Answer option C is incorrect as management is interested in what activities have been started and finished.

Answer option D is incorrect as management does want to know the percent of completion for the in-progress activities

NEW QUESTION 250

You are the project manager of the NHA Project. This project is expected to last one year with quarterly milestones throughout the year. Your project is supposed to be at the third milestone today, but you are likely to be only 60 percent complete. Your project has a BAC of \$745,000 and you have spent \$440,000 of the budget-to-date. What is your schedule variance for this project?

- A. \$11,667
- B. 1.02
- C. \$7,000
- D. \$-111,750

Answer: D

Explanation:

The schedule variance is found by subtracting the planned value from the earned value. In this instance, it is \$447,000 minus \$558,750. 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. \$7,000 is the cost variance for this project.

Answer option A is incorrect. \$11,667 is the variance at completion for this project. Answer option B is incorrect. 1.02 is the cost performance index for this project.

NEW QUESTION 254

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

Answer: D

Explanation:

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.

NEW QUESTION 256

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