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QUESTION 1

Donna is the project manager of the QSD Project and she believes Risk Event D in the following figure is likely to happen.

Risk	Probability	Impact
A	.60	-12,000
B	.15	-45,000
C	.35	-15,000
D	.40	-35,000
E	.50	-17,000

If this event does happen, how much will Donna have left in the risk contingency reserve if none of the other risk events have happened?

- A. \$35,000
- B. \$41,700
- C. \$6,700
- D. \$14,000

Correct Answer: C

To answer this question, you'll first need to calculate the contingency reserve. Contingency reserves are estimated costs to be used at the discretion of the project manager to deal with anticipated, but not certain, events. These events are "known unknowns" and are part of the project scope and cost baselines. The contingency reserve is calculated by multiplying the probability and the impact for the risk event value for each risk event. The sum of the risk events equals the contingency reserve for the project. The sum of the risk events equals the contingency reserve for the project. In this question, the value is \$41,700. If Risk D happens, it'll cost the project \$35,000. The difference of \$35,000 and \$41,700 is \$6,700. Answer option A is incorrect. This is the impact of Risk Event D. Answer option D is incorrect. \$14,000 is the risk event value of Risk Event D. Answer option B is incorrect. \$41,700 is the amount of the contingency reserve.

QUESTION 2

You are the project manager for your organization. You are working with your project team to develop the project schedule. You would like to automate much of the scheduling by using Microsoft project. Microsoft project as a scheduling tool is an example of what tool and technique for the Develop Schedule Process?

- A. Organizational process asset
- B. Scheduling tool
- C. Project Management Information System



D. Project office software

Correct Answer: B

According to the PMBOK, automated scheduling tools expedite the scheduling process. The scheduling tool is used in combination with manual methods or further project management software to carry out the schedule network analysis to produce an updated project schedule. Answer option C is incorrect. The project management information system is the complete project management software package beyond just the scheduling portion. Answer option D is incorrect. This is not a valid answer. Answer option A is incorrect. While the software may be made available as a part of organizational process assets, the best answer is the scheduling tool.

QUESTION 3

You work as a project manager for BlueWell Inc. You are going through a project with your project team. Some of your project team members are reporting that their activities are running late because there are lag times between activities that do not need to be there. You examine the schedule and see that the lag times have been incorporated into the project schedule for quality control reviews. You also learn that the quality control reviews are not being completed as planned. What is the best approach in this scenario?

- A. Since the quality control inspections are not being completed, remove the lag time from the project.
- B. Take corrective action and determine when the quality control inspection has happened so far in the project, perform quality control on the deliverables where the inspection was skipped, and ensure that quality control will happen from this point forward.
- C. Since the quality control inspections are not being completed, take corrective action and ensure that the inspections continue from this point forward.
- D. Discuss with the project team that the lag times should not affect the project schedule because they were built into the project schedule to begin with. Even if the quality control inspections were happening the time was allotted in the schedule for the inspections.

Correct Answer: B

The best answer is to make certain quality control happens in the project. This means reviewing past work and ensuring that future inspections are met.

Answer option A is incorrect. Removing the lag time does not solve the problem. It actually removes quality control requirements.

Answer option C is incorrect. Only inspecting future work for quality control ignores potential past quality issues in the project.

Answer option D is incorrect. While this answer is technically correct, it does not address the quality faults that may be creeping into the project deliverables.

QUESTION 4

You work as a project manager for BlueWell Inc. You must communicate on a regular basis with all of your project stakeholders. In your project, you have 755 stakeholders. How many communication channels exist in the project?

- A. 284,635



B. 570,025

C. 569,270

D. 755

Correct Answer: A

The number of communication channels describes the number of opportunities for stakeholders to communicate amongst themselves and for communication to be broken down. To find the number of communication channels, you can use the formula of $N(N-1)/2$ where N represents the number of stakeholders. Total number of communication channels = $N(N-1)/2 = 755(755-1)/2 = 284,635$ Answer option D is incorrect. This is the number of stakeholders. Answer option C is incorrect. 569,270 is not a valid calculation of this formula. Answer option B is incorrect. 570,025 is not a valid calculation of this formula.

QUESTION 5

Tom works as the project manager for BlueWell Inc. He is working with his project to ensure timely and appropriate generation, retrieval, distribution, collection, storage, and ultimate disposition of project information. What is the process in which Tom is working?

A. Work performance measurement

B. Stakeholder expectation management

C. Project communication management

D. Stakeholder analysis

Correct Answer: C

Tom is working with the project communication management process, as it is required to ensure the timely disposition of project information. Project Communications Management is one of the nine Knowledge Areas. It employs the

processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The following processes are part of Project Communications Management:

Identify Stakeholders

Plan Communications

Distribute information

Manage Stakeholder Expectations

Report Performance

The Project Communications Management processes provide the critical links among people and information that are necessary for successful communications. These processes interact with each other and with the processes in the other Knowledge Areas as well. Answer option B is incorrect. Managing stakeholder expectation is the process of working and communicating with the stakeholders to meet their requirements. Answer option A is incorrect. Work performance measurement uses the information to create project activity metrics to evaluate actual progress compared to planned progress. Answer option D is incorrect. Stakeholder analysis is the process of gathering and analyzing quantitative and qualitative information to determine the interest of the stakeholders. You are the project manager for your organization. Management has asked you to document the holidays, weekends, and other corporate working hours, which will



supersede the project timings for your schedule. Which calendar will communicate to the project stakeholders, when the project work will take place within the organization?

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