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### QUESTION 1

You work as a project manager for BlueWell Inc. Some of the activities in your project are not being completed on time. You reviewed these activities with your project team and discovered that the time estimates for the project are much more aggressive than what they are actually experiencing in the completion of the activities. You elect to create a new schedule for the project. What project Management process are you working with when you create a new target schedule?

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

Correct Answer: C

In severe cases, new schedule duration estimates with new forecasted start and finish dates are needed. In these instances, it is an example of using the control schedule process. 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 option D is incorrect. The activity resources would only address the addition or replacement of resources needed to complete the project work. Answer option B is incorrect. This is a tempting choice, but new schedules are a part of the control schedule process. Answer option A is incorrect. Develop schedule is not the best choice for this question.

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### QUESTION 2

Andy works as the project manager for Bluewell Inc. He is developing the schedule for the project. There are eight tools and techniques that a project manager can use to develop the project schedule. Which of the following is a tool and technique for the Schedule Development process?

- A. Schedule compression
- B. Reserve analysis
- C. Variance analysis
- D. Expert judgment

Correct Answer: A

Schedule compression is a tool used as part of the Schedule Development process. The tools and techniques for schedule development are as follows: Schedule network analysis Critical path method Critical chain method Resource leveling What-if scenario analysis Applying leads and lags Schedule compression Scheduling tool Answer options D, B, and C are incorrect. These are not tools and techniques for schedule development.

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### QUESTION 3



John works as a Project Manager for Blue Well Inc. He is measuring cost efficiency of his project. The key values are provided in the table below:

Measurements	Values
BCWP (or EV)	425
BCWS (or PV)	400
ACWP (or AC)	510

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

- A. 0.96
- B. 1.082
- C. 0.833
- D. 1.0625

Correct Answer: C

According to the question, you are required to calculate the cost performance index (CPI) of the project. Cost performance index (CPI) is used to calculate performance efficiencies. It is used in trend analysis to predict future performance. CPI is the ratio of earned value to actual cost. The CPI is calculated based on the following formula:  $CPI = \text{Earned Value (EV)} / \text{Actual Cost (AC)}$ . If the CPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The CPI value of 1 indicates that the project is right on target. Here, CPI is as follows:  $CPI = EV / AC = 425/510 = 0.833$ . As the CPI (0.833) is less than 1, it shows that the schedule performance is below expectation. What is BCWP (or EV)? Budgeted cost of work performed (BCWP) or Earned Value (EV) is the value of completed work. It is the budgeted amount for the work actually completed on the schedule activity during a given time period. What is BCWS (or PV)? Budgeted Cost of Work Scheduled (BCWS) or Planned Value (PV) is the authorized budget assigned to the scheduled work to be accomplished for a schedule activity or Work Breakdown Structure (WBS) component. What is ACWP (or AC)? Actual cost of work performed (ACWP) or Actual Cost (AC) is the total costs actually incurred and recorded in accomplishing work performed during a given time period for a schedule activity. It is the cost of the work to date, including direct and indirect costs. AC is money that has actually been expended to date.

#### QUESTION 4

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 5

Sam works as a project manager for BlueWell Inc. Which of the following processes will he use for selecting a scheduling method, scheduling tool, incorporating project specific data within that scheduling tool to develop a project specific schedule model, and generating project schedule?

- A. Constructability Analysis process
- B. Schedule Maintenance process
- C. Schedule Development process
- D. Perform Integrated Change Control process

Correct Answer: C

The schedule development process is used for selecting a scheduling method, scheduling tool, incorporating project specific data within that scheduling tool to develop a project specific schedule model, and generating project schedule. Schedule development is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule. Inserting the activities, durations, and resources into the scheduling tool generates a schedule with planned dates for completing the project activities. The goal of the schedule development is to form the processes such that the stakeholders can use it in the creation of the project. Schedule development consists of two main sections: ArticlesItemsReportsHelp 1.Input and Data: The starting point for any schedule is the input of information developed during the planning process. Define schedule scope Breakdown structure relationships Schedule specification Feedback from stakeholders Cost estimate model 2.Creating Schedule: This process provides basic knowledge in an outline structure for a study of the means, methods, and tools necessary for the project schedule development process. Types of schedules Activities Durations Relationships Constraints and calendars Cost and resource loading Schedule quality analysis and compliance review Schedule basis documentation Answer option B is incorrect. Schedules maintenance is a method to account progress and to forecast trends, progress, and completion. Schedules are used to manage successful execution of projects. A schedule models the plan using resources and execution strategy to gather the project objectives. Periodic updates are undertaken to determine the actual progress achieved. Information obtained in the updating process, along with trend analysis and forecast of future progress, is reported to stakeholders. These progress updates include schedule maintenance to account for nominal changes to the execution plan. Depending upon the nature of change, the schedule and assumptions upon which the schedule was based significantly change. The schedule must be re-examined and updated, as necessary, to develop a new baseline for measuring further progress. Schedule maintenance consists of the following elements: Baseline Schedule Tracking Schedule Progress Cost and Resource Management Schedule Change Management Acceleration Schedule Maintenance Feedback Answer option D is incorrect. Perform Integrated Change Control is the process of reviewing all change requests, approving changes, and controlling changes to the deliverables and organizational process assets in a project. Perform Integrated Change Control has to do with influencing the things that cause change, determining that the change is required or has happened, and managing the change. Answer option A is incorrect. 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.



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