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QUESTION 1

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

Correct Answer: D

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.

QUESTION 2

You are the project manager for your organization. Your project will be utilizing a piece of equipment during its process of completion. There is some concern that your project's use of the equipment may conflict with another project. What document will help you determine when and how long you will use the shared equipment?

- A. Project schedule
- B. Project scope
- C. Project calendar
- D. Resource calendar

Correct Answer: D

The resource calendar defines when and how long a resource will be utilized. Not all resources are human

- facilities, equipment, and other things are resources that must be scheduled. 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 would not address resource utilization. Answer option A is incorrect. The project schedule is not the best answer for this question. The project schedule is an in depth plan of the important

project phases, activities, milestones, tasks, and the resources allocated to each task.

Answer option C is incorrect. The project calendar documents when the project work will take place, not the utilization of resources.

QUESTION 3

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

Correct Answer: B

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.

QUESTION 4

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

Correct Answer: A

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.

QUESTION 5

You are the project manager for your organization. You want to record some details about the work that the project team has to complete. You want to document the level of effort, where the work is to be performed, and the person who will be responsible for completing the work. Which of the following is the best place to document this information?

- A. Activity attributes
- B. Project management plan
- C. Schedule Management Plan
- D. Roles and Responsibilities Matrix

Correct Answer: A

The activity attributes initially include the Activity ID, WBS ID, and the Activity Name, but it can evolve over time to include other components about the work. Activity attributes are an output of the Define Activity process. These attributes refer to the multiple components that frame up an activity. The components for each activity during the early stages of the project are the Activity ID, WBS ID, and Activity name. At the later stages, the activity attributes include Activity codes, Predecessor activity, activity description, logical relationship, successor activity, leads and lags, imposed dates, and constraints and assumptions. Activity attributes are used for schedule development and for ordering, selecting, and sorting the planned schedule activities in a number of ways within reports. Answer option B is incorrect. A project management plan is a formal document that defines how the project is being monitored, controlled, and executed. It is not the best answer. Answer option D is incorrect. The roles and responsibilities matrix records the work



and the person to record the work, but does not offer additional information such as locale for the work, level of effort, and other information. Answer option C is incorrect. The Schedule Management Plan defines how the schedule will be created, executed, and controlled.

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