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QUESTION 1

Adrian is the project manager for her project. This new project needs to identify all the stakeholders that will be affected by the project's outcome. How stakeholders are usually identified?

- A. Stakeholders are usually identified through a stakeholder register.
- B. Stakeholders are identified by the project team, project sponsor, and management.
- C. Stakeholders are identified through the project customers.
- D. Stakeholders are usually identified by interviewing identified stakeholders and expanding the list until all potential stakeholders are included.

Correct Answer: D

Stakeholders are interviewed and can help identify other stakeholders that should be included in the project communications.

Answer option B is incorrect. According to the PMBOK, this is not the best answer. Answer option A is incorrect. Stakeholders are entered into a stakeholder register, not identified by it. Answer option C is incorrect. Project customers are

stakeholders.

QUESTION 2

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

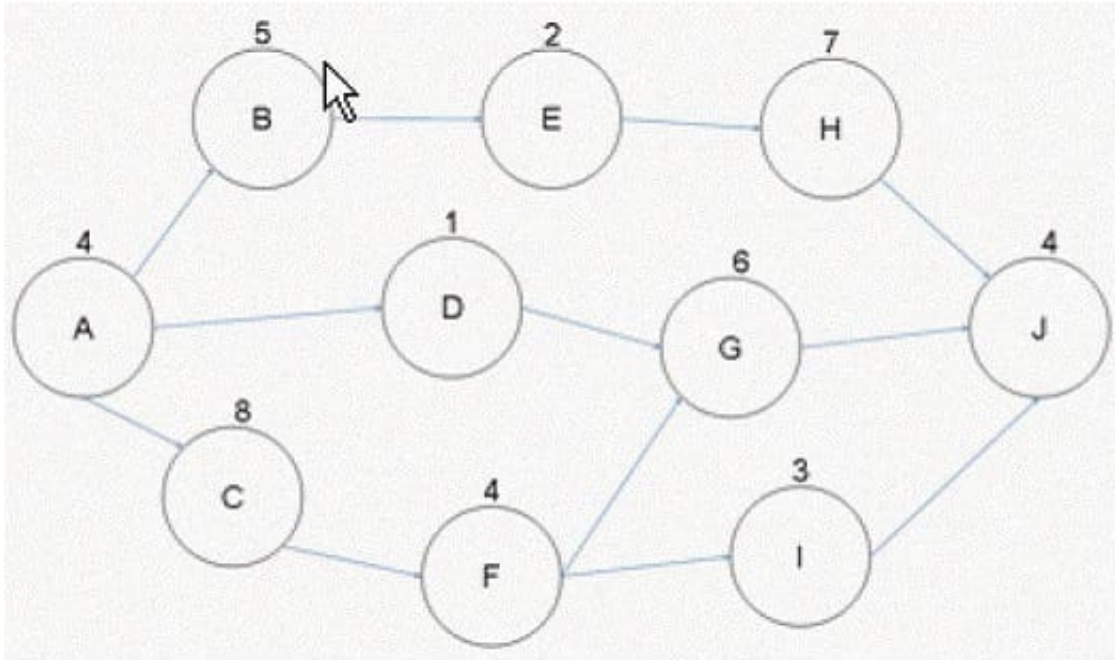
Correct Answer: B

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.



QUESTION 3

You are the project manager for your organization. You are coaching Allen, a junior project manager, on how the details of the project's critical path are calculated. Examine the figure given below:



What is the critical path of this project?

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

Correct Answer: B

The critical path is discovered by summing the duration of each activity node in each chain of activities in the project network diagram. In this figure, the critical path is ACFGJ, which is 26 days, the longest chain of activities in the project. Answer option A is incorrect. This path's duration is 22 days. Answer option D is incorrect. This path's duration is 23 days. Answer option C is incorrect. This path's duration is 15 days.

QUESTION 4

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.

Correct Answer: B

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.

QUESTION 5

You are the project manager of a software development project. Your project team will be creating a web-based software application that will allow your company's customers to browse your website, search inventory, and place orders among other things. Your project team will, on a regular basis, need to update their computer virus prevention software, update their operating systems, and perform other maintenance on their computers in order to complete the project. This maintenance work is not directly tied to the project deliverables, but it is needed in order for the project to be completed. What term best describes this maintenance work?

- A. Project management overhead
- B. Discrete effort
- C. Level of effort
- D. Cost of conformance to quality

Correct Answer: C

The level of effort term describes the ongoing maintenance associated with the project work, but not a contribution to the deliverables of the project work. Level of Effort (LOE) is a project activity which must be done to support other work activities or the entire project effort. It usually consists of short amounts of work which must be repeated periodically. LOE is used to define the amount of work performance within a period of time and is measured in man days or man hours per day/week/month. Answer option B is incorrect. Discrete effort describes the activities that can be linked directly to the project work packages. Answer option A is incorrect. Project management overhead is an example of apportioned effort. Answer option D is incorrect. The cost of conformance to quality describes the dues, such as the subscription for the anti-virus software that must be spent, so the project can reach its objectives.



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