



PMI-SP^{Q&As}

PMI Scheduling Professional

Pass PMI PMI-SP Exam with 100% Guarantee

Free Download Real Questions & Answers **PDF** and **VCE** file from:

<https://www.geekcert.com/pmi-sp.html>

100% Passing Guarantee
100% Money Back Assurance

Following Questions and Answers are all new published by PMI Official Exam Center

-  **Instant Download** After Purchase
-  **100% Money Back** Guarantee
-  **365 Days** Free Update
-  **800,000+** Satisfied Customers





QUESTION 1

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

Correct Answer: C

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.

QUESTION 2

Your project team is executing the project plan and things are going well. Your team has reached its first milestone and is now in the second phase of the project. The project stakeholders have requested that you find a method to reduce the duration of the project. They will reward you and your project team with a 25 percent bonus of the project costs if you can finish the project thirty days earlier than what was already planned. The stakeholders, however, will not approve any additional labor costs as part of the agreement. Which approach could you use to shorten the duration of the project?

- A. Perform resource leveling for the project.
- B. Crash the project schedule.
- C. Fast track the project.
- D. Remove things from the project scope.

Correct Answer: C

Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope. It does not add any additional labor but it can introduce project risks. Answer option D is incorrect. Removing things from the project scope can reduce the project duration, but it will not satisfy the requirements the stakeholders have identified. Answer option A is incorrect. Resource leveling can actually increase the project duration. Answer option B is incorrect. Crashing can reduce the project duration but it increases the labor expense, something the stakeholders won't approve.

QUESTION 3



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

Correct Answer: C

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.

QUESTION 4

Gina is the project manager for her organization and she is working with her project team to define the project activities. In this project, the stakeholders are sensitive to the project completion date, so Gina is stressing to her project team members that while they need to provide and account for all of the project activities, they should focus on one work package in the WBS at a time. In order to start the decomposition of the project work packages into activities, Gina will need all of the following except for which one?

- A. Scope baseline
- B. Organizational process assets
- C. WBS
- D. Enterprise environmental factors

Correct Answer: C

According to the PMBOK, Gina will not need the WBS directly, but will rely on the scope baseline. A Work Breakdown Structure (WBS) in project management is a tool that defines a project and groups the project's discrete work elements in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Answer option A is incorrect. The scope baseline is an input to define the project activities. Answer option D is incorrect. Enterprise environmental factors are an input to define the project activities. Answer option B is incorrect. Organizational process assets are an input to define the project activities.

**QUESTION 5**

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

Correct Answer: B

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.

[Latest PMI-SP Dumps](#)

[PMI-SP Exam Questions](#)

[PMI-SP Braindumps](#)