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QUESTION 1

You are creating a status report to show how your project is progressing. Management is interested in several key activities and their status. You need to report work performance information to management. All of the following are example of work performance information you should include in your report except for which one?

- A. How the project is performing on its schedule.
- B. Performance of the selected project vendors
- C. Which activities have been started and which activities have been finished.
- D. Percent of completion for the in-progress activities

Correct Answer: B

Vendor performance, while important, is not part of the work performance information. Management is interested in the how well the project is performing, what activities are currently underway, and what's been completed to date.

Answer option A is incorrect the project's performance on schedule should be reported Answer option C is incorrect as management is interested in what activities have been started and finished. Answer option D is incorrect as management

does want to know the percent of completion for the in- progress activities

QUESTION 2

Which of the group creativity techniques enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization?

- A. Idea/mind mapping
- B. Delphi technique
- C. Nominal group technique
- D. Affinity diagram

Correct Answer: C

The various group creativity techniques are as follows: Brainstorming: It is a technique used to generate and collect multiple ideas related to the project and product requirements. Nominal group technique: It is a technique used to enhance brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization. Delphi technique: It is a techniques used to identify potential risk. In this technique, the responses are gathered via a questionnaire from different experts and their inputs are organized according to their contents. Idea/mind mapping: It is a technique used to map the ideas generated by brainstorming to reflect the commonality and differences in understanding and generating new ideas. Affinity diagram: It is a technique used to allow a large number of ideas to be sorted into groups for review and analysis.

QUESTION 3



You work as a Project Manager for Tech Perfect Inc. Several projects are running under your supervision. Martha, a team leader of a project, informs you about the performance indexes of her project. The schedule performance index (SPI) of her project is 0.835. What does this figure indicate?

- A. The schedule performance is right on target.
- B. The schedule performance is better than expected.
- C. The cost performance is better than expected.
- D. The schedule performance is below expectation.

Correct Answer: D

According to the question, the SPI of Martha's project is 0.835. This figure is less than 1. Hence, it shows that the schedule performance is below expectation. What is SPI? Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in trend analysis to predict future performance. SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula: $SPI = \text{Earned Value (EV)} / \text{Planned Value (PV)}$. If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The SPI value of 1 indicates that the project is right on target. Answer options B and A are incorrect. An SPI value of 1 or above indicates that the schedule performance is either right on target or better than expected. Answer option C is incorrect. SPI has nothing to do with cost performance.

QUESTION 4

You are the project manager of the NHA Project. This project is expected to last one year with quarterly milestones throughout the year. Your project is supposed to be at the third milestone today, but you are likely to be only 60 percent complete. Your project has a BAC of \$745,000 and you have spent \$440,000 of the budget-to-date. What is your schedule variance for this project?

- A. \$11,667
- B. 1.02
- C. \$7,000
- D. \$-111,750

Correct Answer: D

The schedule variance is found by subtracting the planned value from the earned value. In this instance, it is \$447,000 minus \$558,750. Schedule variance (SV) is a measure of schedule performance on a project. The variance notifies that

the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula: $SV = \text{Earned Value (EV)} - \text{Planned Value (PV)}$. If the resulting schedule is negative, it indicates that

the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target.

Answer option C is incorrect. \$7,000 is the cost variance for this project. Answer option A is incorrect. \$11,667 is the variance at completion for this project. Answer option B is incorrect. 1.02 is the cost performance index for this project.

**QUESTION 5**

Harry works as the project manager for his organization. He is creating the activity list and would like to tag those activities that are comprised of apportioned effort. Which of the following is the best example of apportioned effort?

- A. Adding features to the project's product that is not included in the project scope.
- B. Managing the day-to-day events of a project.
- C. Creating software as defined in the project scope.
- D. Completing project activities as start-to-start events.

Correct Answer: B

Apportioned effort is effort applied that you cannot subdivide into work packages, but it is related to, usually in a supportive role, to the completion of the project work packages. The project management overhead, such as managing the project

work, is an example of apportioned effort. Apportioned effort (AE) is the effort that is applied to the project-related work that cannot be easily and readily divided into discrete efforts for those tasks, but which is associated in a direct proportion

to the discrete work efforts that are capable of being measured. The presence of apportioned effort relies particularly on the performance of further efforts.

Answer option C is incorrect. This is an example of discrete effort. Answer option A is incorrect. This is an example of a scope change that has not been approved. Answer option D is incorrect. This is an example of a scheduling technique.

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