



# PMI-SP<sup>Q&As</sup>

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## QUESTION 1

You are the project manager of the JKM Project for your organization. Your project is supposed to be 60 percent complete but you are only 45 percent complete. The project has an assigned budget of \$765,000 but you have already spent \$365,000 to reach this point in the project due to some errors and rework. Management is pressing you on when you will complete the project and how much the project will likely cost based on the current performance. You need to tell management what the project's current cost performance index (CPI) is. What value should you report to management based on your project's performance?

- A. \$306,000
- B. .94
- C. \$344,250
- D. .75

Correct Answer: B

Management wants to know the cost performance index (CPI). You can find the CPI by first finding the earned value (EV) and then dividing it by the actual costs (AC) spent to date on the project. You find EV by multiplying percent complete by the project's budget; in this instance that's \$344,250. The actual costs are reported as \$365,000. The formula for the CPI on this project is  $\$344,250 / \$365,000$  for a value of .94. What is CPI? 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. 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. Answer options C, A, and D are incorrect. These do not reflect an accurate value for the project's cost performance index. The project is performing moderately well on cost as the closer the CPI is to 1 the better the project's performance.

## QUESTION 2

The Define Activities process is the first process in the project time management knowledge area. The Define Activities process creates just three outputs as a result of decomposition, rolling wave planning, templates, and expert judgment. Which one of the following is not an output of the Define Activities process?

- A. Activity list
- B. Milestone list
- C. Activity attributes
- D. Project document updates

Correct Answer: D

Project document updates are not an output of the Define Activities process. Project document updates are the outputs for estimate activity resources. Project document updates include the following: Activity list Activity attributes Resource calendars Answer option A is incorrect. The activity list is an output of the define activities process. Answer option C is incorrect. The activity attributes is an output of the define activities process. Answer option B is incorrect. The milestone list is an output of the define activities process.



### QUESTION 3

Fill in the blank with the appropriate word. When activities are logically linked, they become the\_\_\_\_\_

Correct Answer: Schedule

An activity is an individual element of work that is logically linked to other activities to form the schedule. Its primary characteristics include an overall duration based upon the resources applied to it (manpower, material, and equipment), as well as a start and completion date that is tied to a work calendar. It also has a relationship with other activities (predecessors and successors).

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### QUESTION 4

Which of the following is an output of the Identify Stakeholders process?

- A. Scope baseline
- B. Project scope statement
- C. Project charter
- D. Stakeholder register

Correct Answer: D

The Identify Stakeholders process identifies all people or organizations that are impacted by the project. It also documents relevant information regarding their interests, involvement, and impact on project success. Stakeholder register and stakeholder management strategy are outputs of this process. Answer option C is incorrect. Project charter is one of the inputs of the Identify Stakeholders process. Answer option A is incorrect. Scope baseline is one of the outputs of the Create Work Breakdown Structure (WBS) process. Answer option B is incorrect. Project scope statement is one of the outputs of the Define Scope process.

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### QUESTION 5

You are the project manager of the NAA Project for your organization. You are exploring the possibility of fast tracking in your project. Which of the following statements is most accurate about fast tracking the project?

- A. Fast tracking only works if activities can be overlapped to shorten duration.
- B. Fast tracking only works if the activities are effort-driven.
- C. Fast tracking only works if the activities are resource-driven.
- D. Fast tracking only works if activities can have start-to-start relationships.

Correct Answer: A

Fast tracking is only valid if the activities or phases can be overlapped. Some activities or phases cannot be overlapped due to mandatory dependencies in the project. In other words, the work must be completed in a particular given order.

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.

Answer option C is incorrect. This is not a valid description of fast tracking. Answer option B is incorrect. Effort-driven or activities of fixed duration can be fast tracked. Answer option D is incorrect. The relationships among the activities do not

have to be start-to-start to be fast tracked.

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