



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

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### QUESTION 1

You are the project manager for your organization. You are working with your project team to define the project network diagram. Several of the activities in the project schedule appear to have external constraints. Who among the following determines which dependencies are external to the project?

- A. Project team
- B. Project sponsor
- C. Project manager
- D. Project management team

Correct Answer: D

The project management team defines which activities are external to the project. An external dependency is any nonproject activity that is external to the project but has a direct impact on the project activities. An external dependency may be

an inspector or any agency that may have to give prior approval before the project can move forward. These dependencies are external to the organization and are determined by the project management team to find which dependencies are

external all through the process of sequencing the activities. Answer option C is incorrect. The project manager may be part of the project management team, but this is not the best choice.

Answer option A is incorrect. The project team does not define this relationship. Answer option B is incorrect. The project sponsor would not define the external dependencies.

### QUESTION 2

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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### QUESTION 3

Which organizational theory explains the factors that promote performance of people in any organization?

- A. Herzberg's theory
- B. Maslow's Hierarchy theory
- C. McGregor's theory
- D. Expectancy theory

Correct Answer: A

Herzberg's Motivation-Hygiene Theory, also known as Two Factor Theory, was developed by Frederick Herzberg, a psychologist who found that job satisfaction and job dissatisfaction acted independently of each other. Two Factor Theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. Two Factor Theory distinguishes between the following: Motivators (e.g. challenging work, recognition, responsibility) which give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth. Hygiene factors (e.g. status, job security, salary and fringe benefits) which do not give positive satisfaction, although dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects, such as company policies, supervisory practices, or wages/salary. Essentially, hygiene factors are needed to ensure an employee is not dissatisfied. Motivation factors are needed in order to motivate an employee to higher performance, Herzberg also further classified our actions and how and why we do them, for example, if you perform a work-related action because you have to, then that is classed as movement, but if you perform a work-related action because you want to, then that is classed as motivation. Answer option C is incorrect. McGregor's X and Y theory describes the team members and their behavior on the project and how management responds. Answer option B is incorrect. It describes the five layer of needs we all have. Answer option D is incorrect. It explains the processes that an individual undergoes to make choices.

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### QUESTION 4

Wendy is the project manager for the NHQ project. She is working with her project to begin creating the project duration estimate. Her organization is in weak matrix and several of the project team members are scheduled to complete work on other projects. What input will most likely be of the biggest assistance as Wendy and the project team begin creating the duration estimate for this project?

- A. Project charter
- B. Project scope statement
- C. Project communications management plan
- D. Resource calendar

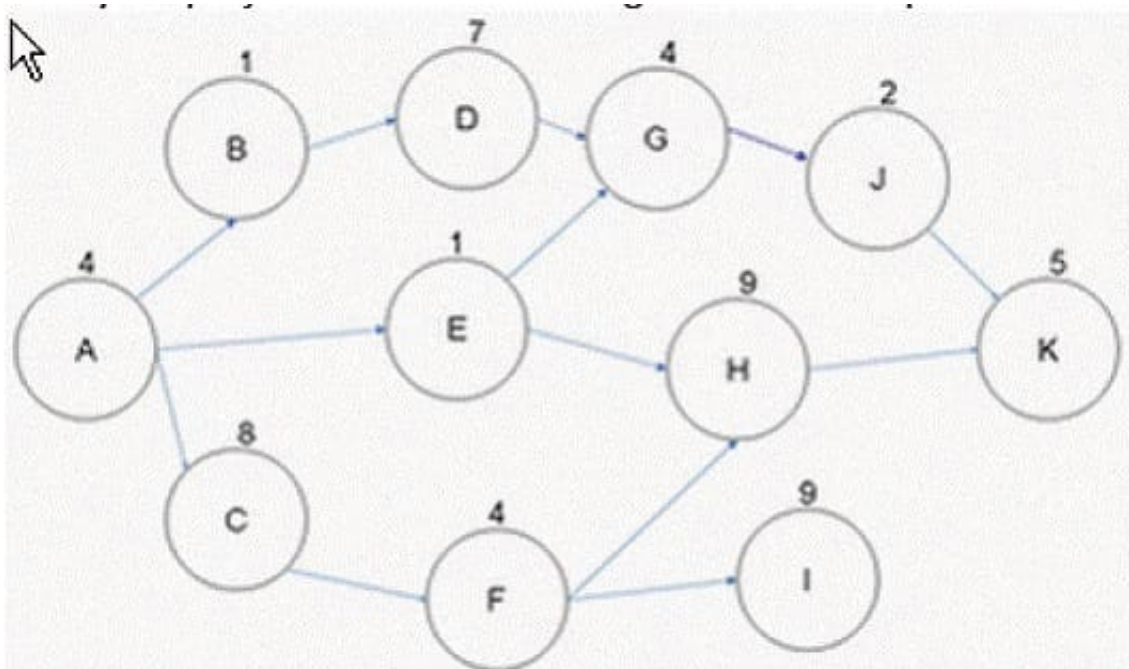
Correct Answer: D



The resource calendar is needed because it will help Wendy and the project team to determine when the project team resources will be available. The availability of the project resources can affect the overall duration of the project. 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 statement is an input to the estimate activity duration estimate, but it is not the best choice for this question. Answer option C is incorrect. The project communications management plan is not an input to the estimate activity duration process. Answer option A is incorrect. The project charter is not an input to the estimate activity duration process.

#### QUESTION 5

You work as a project manager for BlueWell Inc. By referring to the figure given below, you along with your project team is calculating the latest completion of an activity.



What is the latest your project team can complete Activity I?

- A. Day 29
- B. Day 26
- C. Day 25
- D. Day 30

Correct Answer: D

Activity I can actually take all the way to Day 30 to complete. Note in the figure that Activity I does not need to be completed before Activity K can begin. This allows Activity I to take until Day 30 to complete as its late finish.



Answer option C is incorrect. This is the earliest Activity I may finish. Answer options B and A are incorrect.

These are not the valid calculation.

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