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QUESTION 1

Ben is the project manager for his organization. His project has 26 stakeholders this week and will have five additional stakeholders next week. How many more communication channels will Ben's project have next week?

- A. 140
- B. 10
- C. 325
- D. 5

Correct Answer: A

Ben's project will have 140 more communication channels because of the five additional stakeholders. To solve the question, you will need to find the current stakeholder communication channels first, which is $(26 \times 25) / 2 = 325$, and then find the difference of the number of channels for the five additional stakeholders. You can use the formula of $N(N-1)$, where N is the number of stakeholders. In this example, the formula would read: Total number of communication channels that Ben will have next = $((31 \times 30) / 2) - ((26 \times 25) / 2) = 140$. Answer option D is incorrect. Five is the number of additional stakeholders. Answer option B is incorrect. 10 is the number of communication channels among just five stakeholders. Answer option C is incorrect. 325 is the number of current communication channels.

QUESTION 2

You work as a project manager for BlueWell Inc. You must communicate on a regular basis with all of your project stakeholders. In your project, you have 755 stakeholders. How many communication channels exist in the project?

- A. 284,635
- B. 570,025
- C. 569,270
- D. 755

Correct Answer: A

The number of communication channels describes the number of opportunities for stakeholders to communicate amongst themselves and for communication to be broken down. To find the number of communication channels, you can use the formula of $N(N-1)/2$ where N represents the number of stakeholders. Total number of communication channels = $N(N-1)/2 = 755(755-1)/2 = 284,635$. Answer option D is incorrect. This is the number of stakeholders. Answer option C is incorrect. 569,270 is not a valid calculation of this formula. Answer option B is incorrect. 570,025 is not a valid calculation of this formula.

QUESTION 3

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 4

Which of the following documents is a narrative description of products or services to be supplied by the project and has detailed requirements and pricing specified on it?

- A. Scope of statement
- B. Project charter
- C. Statement of work (SOW)
- D. WBS

Correct Answer: C

A statement of work (SOW) is a document that captures and defines the work activities, deliverables and timeline that a vendor will execute against in performance of work for a customer. Detailed requirements and pricing are usually specified in it, along with many other terms and conditions. SOW is a narrative description of products or services to be supplied by the project. For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements. For external projects, the statement of work can be received from the customer as part of a bid document. Answer option A is incorrect. Scope of statement gives the narrative description of the project scope. Answer option B is incorrect. Project charter is a document that formally authorizes a project manager to work on a project. Answer option D is incorrect. WBS is a tool that defines a project and groups the project discrete work in a way that helps organize and define the total work scope.

QUESTION 5

Terri is the project manager for her organization and she is working with her project team to develop the project schedule. She has identified the float in her project although some of the activities where float exists may be susceptible



to risk in the project execution. She is also concerned that the critical path may change during the project if the risk events come into execution. What scheduling method is Terri using in this example?

- A. Critical chain method
- B. Risk analysis method
- C. Activity on the arrow method
- D. Critical path method

Correct Answer: D

Terri is using the critical path method in this example. The question acknowledges that Terri has identified float and the critical path, but it makes no mention of the availability of project resources - something the critical chain method focuses on. Critical Path Method, abbreviated CPM, or Critical Path Analysis, is a mathematically based algorithm for scheduling a set of project activities. It is an important tool for effective project management. It provides the following benefits: Provides the graphical view of the project. Predicts the time required to complete the project. Shows which activities are critical to maintain the schedule and which are not. CPM models the activities and events of a project as a network. Activities are depicted as nodes on the network, and events that signify the beginning or ending of activities are depicted as arcs or lines between the nodes. Answer option A is incorrect. The question does not indicate that Terri is concerned with the availability of project resources - as she would be if she were using the critical chain method. Answer option B is incorrect. The risk analysis method is not a valid scheduling technique. Answer option C is incorrect. Activity on the arrow method is not being described in this question.

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