

Prepare Smart for Success Free PMI-SP Exam Questions and Answers

Ready to pass faster? Grab free and updated PMI Scheduling Professional exam PDF questions now. Get authentic PMI-SP dumps packed with verified answers and secure your certification success with [PrepBolt](https://prepbolt.com) PMI-SP exam pdf questions and answers.

Thank you for Downloading PMI-SP exam PDF Demo

<https://prepbolt.com/PMI-SP.html>

Question 1

Question Type: MultipleChoice

You work as a Project Manager for Tech Perfect Inc. Several projects are running under your supervision. Martha, the team leader of a project, provides you performance indexes of her project. The cost variance (CV) of her project is -20. What does this figure depict?

Options:

- A- Spending is right on target.
- B- Costs are lower than planned.
- C- The project is behind schedule.
- D- Costs are higher than planned.

Answer:

D

Explanation:

According to the question, the cost variance of the project is -20, which is a negative figure. The negative CV depicts that the costs are higher than planned.

What is CV?

Cost variance (CV) is a measure of cost performance on a project. The variance notifies if costs are higher than budgeted

or lower than budgeted. The cost variance is calculated based on the following formula:

$$CV = \text{Earned Value (EV)} - \text{Actual Cost (AC)}$$

A positive value means that spending is less than budgeted, whereas a negative value indicates that costs are higher than originally planned for the project.

Answer option B is incorrect. This result is drawn when the CV value is positive.

Answer option A is incorrect. If the CV is zero, it shows that spending is right on target.

Answer option C is incorrect. This result is depicted by viewing the schedule variance (SV), not the

CV.

What is SV?

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.

Question 2

Question Type: MultipleChoice

You are the project manager of the NHQ project. Your project has a budget of \$1,258,456 and is scheduled to last for three years. Your project is currently forty percent complete though it should be forty-five percent complete. In order to reach this point of the project, you have spent \$525,000. Management needs a performance report regarding the NHQ project. Management is concerned that this project will be over budget upon completion. Based on the current performance value what should you report to management regarding the variance at completion?

Options:

A- -\$21,618

B- -\$62,922

C- Zero - you would not know what this will cost until the project is complete.

D- -\$54,044

Answer:

D

Explanation:

The variance at completion can be found by subtracting the estimate at completion

from the budget at completion. In this instance, it is:

Variance at completion = EAC - BAC

= \$1,258,456 - \$1,312,500.

= -\$54,044

Answer option C is incorrect. You can calculate the variance at completion.

Answer option A is incorrect. This is the cost variance for the project.

Answer option B is incorrect. This is the schedule variance for the project.

Question 3

Question Type: MultipleChoice

Andy is the project manager for his project. Andy and his project team are identifying stakeholders who can significantly impact the project, what the level of participation for each identified stakeholder may be, and classifying the stakeholders by common characteristics, concerns, and their perception of the project. Andy and his project team want to define an approach as a result of this information to gain support from the stakeholders for their project. What should Andy and his project team create in this scenario?

Options:

- A- Stakeholder assessment information
- B- Stakeholder register
- C- Communications management plan
- D- Stakeholder management strategy

Answer:

D

Explanation:

Andy and his project team are creating the stakeholder management strategy. The goal is to identify a method to gain support through communications for the project.

The stakeholder management strategy is an approach to raise the support and decrease negative impacts of stakeholders during the complete project life cycle. It consists of the following essential

elements:

Key stakeholders who can significantly impact the project

Level of participation in the project desired for each identified stakeholder

Stakeholder groups and their management

Answer option B is incorrect. The stakeholder register contains the stakeholder's identification information, assessment information, and stakeholder classification, but not the management strategy.

Answer option A is incorrect. Stakeholder assessment information is part of the stakeholder register.

Answer option C is incorrect. The communications management plan defines how and when communication will happen.

Question 4

Question Type: OrderList

Mark works as a project manager in Honeytel Inc. He is working on his first project and the project is in the Maintenance phase. What are the steps to be followed under the schedule maintenance phase? Select an item from the right pane. Click button to move the selected item to the left pane. Click button to move the item back to the right pane. Click and buttons to sort the list, if required.



Answer:

Baseline scheduleTracking schedule progressCost and resource managementSchedule change managementAccelerationSchedule maintenance feedback

Explanation:

Schedules maintenance is a method to account progress and to forecast trends,

progress, and completion. Schedules are used

to manage successful execution of projects. A schedule models the plan using resources and execution strategy to gather the project

objectives. Periodic updates are undertaken to determine the actual progress achieved. Information obtained in the updating process, along with trend analysis and forecast of future progress, is reported to stakeholders. These progress updates include schedule maintenance to account for nominal changes to the execution plan. Depending upon the nature of change, the schedule and assumptions upon which the schedule was based significantly change. The schedule must be re-examined and updated, as necessary, to develop a new baseline for measuring further progress.

Schedule maintenance consists of the following elements:

Baseline Schedule

Tracking Schedule Progress

Cost and Resource Management

Schedule Change Management

Acceleration

Schedule Maintenance Feedback

Question 5

Question Type: MultipleChoice

You're a project manager and you've completed your project schedule. The schedule will take 18 months to complete the project work. Throughout the schedule there are instances that the project work will require the project team members to work more than fifty hours per week. If you must adhere to a maximum of 45 hours of project work per team member, per week, what will likely happen to your project schedule as it stands right now?

Options:

- A- Nothing, the 45 hours limit is a guideline.
- B- The project will take longer to complete.
- C- The project will take less time to complete.

D- The project will require more resources.

Answer:

B

Explanation:

If a resource leveling heuristic, such as 45 hours maximum per time period, is enforced on the project, then the project schedule will take longer to complete.

What is resource leveling heuristics?

Resource leveling heuristics is a prioritization method that allocates inadequate resources to critical path activities first. It is

a schedule network analysis technique useful to a schedule that has already been analyzed by the critical path method. It

is used when shared or critical essential resources are only available at certain times, in limited quantities, or to keep

resource usage at a constant level. It is a technique that resolves resource conflicts by delaying tasks within their slack

allowances. Resource leveling is the process in which project teams come across problems when developing their project

schedules. If a company has multiple projects running simultaneously that require the same resources, then problems can

arise. It can often cause the critical path method to change.

Answer option A is incorrect. The 45-hour limit is a restriction on the project.

Answer option C is incorrect. The project will not take less time to complete because the project team members won't be able to complete as much work in the same amount of time.

Answer option D is incorrect. The project may require more resources if the project manager and management want the project to finish by a

particular date. In this question, however, the focus is on what will happen to the project schedule,

not the project staffing.

Question 6

Question Type: MultipleChoice

Which of the following techniques is used to perform progressive elaboration planning where the work to be accomplished in the near future is planned in detail at a low level of the work breakdown structure?

Options:

- A- Imminent activity management
- B- Predecessor-only diagramming
- C- Rolling wave planning
- D- Decomposition

Answer:

C

Explanation:

Rolling wave planning is a technique to plan and do the most imminent project work before moving onto the details that are far off in the project schedule and project plan.

Rolling wave planning is a technique for performing progressive elaboration planning where the work to be accomplished in the near future is

planned in detail at a low level of the work breakdown structure. The work to be performed within another one or two reporting periods in the near future is planned in detail as work is being completed during the current period.

Answer options B and A are incorrect. These are not valid project management terms.

Answer option D is incorrect. Decomposition is the process of breaking down work packages into the activity list.

Question 7

Question Type: MultipleChoice

Which of the following group activity techniques allows a large number of ideas to be sorted into groups for review and analysis?

Options:

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

Answer:

D

Explanation:

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 8

Question Type: MultipleChoice

John is the project manager for the ABC project. He is finalizing the budget of the project. He is concerned about the direct costs involved in the project. Which of the following can be considered a direct cost in the project?

Options:

- A- Cost of electrical utilities
- B- Salaries of management directly involved in the project
- C- Subcontract cost
- D- Accounting support cost

Answer:

C

Explanation:

Direct costs can be traced directly to a cost object such as a product. In other words, direct costs do not have to be allocated to a product, department, or other cost object. For example, if a company produces Chairs, the cost of the wood and the cost of the carpenter are direct costs. These costs are traceable by the production department. On the other hand, the rent of the production area, warehouse, and office is not a direct cost.

Answer options A, D, and B are incorrect. These are examples of indirect costs.

Thank You for trying PMI-SP PDF Demo

To try our PMI-SP practice exam software visit link below

<https://prepbolt.com/PMI-SP.html>

Start Your PMI-SP Preparation

Use Coupon “**SAVE50**” for extra 50% discount on the purchase of Practice Test Software. Test your PMI-SP preparation with actual exam questions.