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Question 1

Question Type: MultipleChoice

Kay is the project manager of the QUI Project. This project is done but is also considerably over

budget. Kay has elected to crash the project

in order to recoup schedule delays but this increased the project costs. What should Kay do with the

information regarding the schedule

delays and cost overruns?

Options:

A- Create an entry in the lessons learned documentation and explain her reasoning behind the corrective actions.

B- Create an exceptions report.

C- Create a variance report.

D- File the information as part of the project final report.

Answer:

A

Explanation:

When there have been significant corrective action decisions the reasoning behind the decision should be documented in the lessons learned documentation.

What is lessons learned documentation?

Lessons learned documentation is prepared to contribute to the lessons learned knowledge database of the organization.

It includes the causes of issues, the reasoning behind the corrective action chosen, and other types of lessons learned

about stakeholder management. Lessons learned are documented so that they become part of the historical database for

the project/program and the performing organization. The lessons learned are compiled, formalized, and stored through

out the project's/program's duration.

Answer option C is incorrect. A variance report may be appropriate but cost and schedule variances are reported differently. Kay could create

a cost variance report and a schedule variance report, but not one report for both project attributes.

Answer option B is incorrect. An exceptions report is the same as a variance report. Kay would create a separate exceptions report for cost, and another for schedule.

Answer option D is incorrect. The information may go into the project final report but it should be included in the project's lessons learned information when it is discovered.

Question 2

Question Type: MultipleChoice

You work as the project manager for BlueWell Inc. Mark, a project team member, has some doubts

related to the outputs of the control

schedule process. Which of the following is an output of the control schedule process?

Options:

- A- Project schedule
- B- Lessons learned
- C- Change request
- D- Activity resource requirement

Answer:

C

Explanation:

Only change request is a valid answer. The five outputs of the control schedule process

are work performance measurements, organizational

process assets updates, change requests, the project management plan updates, and project

document updates.

Change requests are requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets or revise schedules. These requests for a change can be direct or indirect, externally or internally initiated, and legally or contractually imposed or optional. A Project Manager needs to ensure that only formally documented requested changes are processed and only approved change requests are implemented.

Answer option D is incorrect. Activity resource requirement is not an output of the control schedule process.

Answer option A is incorrect. The project schedule is not an output of the control schedule process.

Answer option B is incorrect. Lessons learned is not an output of the control schedule process.

Question 3

Question Type: MultipleChoice

You are the project manager of the QAQ Project. The QAQ Project has a BAC of \$2,786,121. You are currently 20 percent complete with this project, though you should be 25 percent complete with the project work. The project has consumed \$595,000 of the project budget to date. Management has asked you, based on the current project performance, what the project's estimate to complete will be considering the current project schedule variance. What is the ETC for this project?

Options:

A- \$2,975,000

B- 1.02

C- \$139,306

D- \$2,380,000

Answer:

D

Explanation:

The estimate to complete wants to know how much more money the project will need to complete its objectives.

The estimate to complete (ETC) is the expected cost needed to complete all the remaining work for a scheduled activity, a group of activities, or the project. ETC helps project managers predict what the final cost of the project will be upon completion. The formula for the ETC is $EAC - AC$.

The EAC is BAC / CPI .

Answer option A is incorrect. This is the estimate at completion based on the current project performance.

Answer option C is incorrect. This is the current schedule variance.

Answer option B is incorrect. 1.02 is the to-complete performance index based on the BAC.

Question 4

Question Type: MultipleChoice

Which of the following allows activities to be done in parallel that would normally be done in sequence?

Options:

A- Lag time

B- Lead time

C- Fast tracking

D- Crashing

Answer:

C

Explanation:

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 D is incorrect. Crashing is a process in that the project manager adds more resources to effort-driven activities in an attempt to shorten their duration.

Answer option A is incorrect. A lag time is a delay between the predecessor and the successor tasks.

Sometimes it may be needed to

schedule a delay between the predecessor and the successor tasks. For example, if two coats of paint are required to paint a car, then the

final coat should be applied only when the first coat dries. This delay is known as the lag time. The

lag time is entered as a positive value. The

lag time can be entered as a duration or as a percentage of the predecessor's task duration. It is

entered on the Predecessor tab in the Task

Information dialog box.

Answer option B is incorrect. A lead time is the time that overlaps between the predecessor and the

successor tasks. The successor task can

start before the predecessor task finishes. For example, if a task can start when its predecessor is

one-fourth finished, a finish-to-start dependency with a lead time of 25 percent for the successor task can be specified. The lead time is entered as a negative value. The lead time can be entered as a duration or as a percentage of the predecessor's task duration. It is entered on the Predecessor tab in the Task Information dialog box.

Question 5

Question Type: MultipleChoice

You are the project manager for your organization. You have created the project schedule and have presented it to the management for their approval. Management decides to enforce resource leveling heuristics on your project schedule. What will likely happen to your project now?

Options:

- A- It will require fewer resources due to the cut in the project scope.
- B- It will require additional resources for the additions to the project scope.
- C- It will require additional resources if it is to finish in the same amount of time, as originally predicted.
- D- It will require a new scope baseline to reflect the management change in the project approach.

Answer:

C

Explanation:

Resource leveling heuristics limits the amount of time a resource is allowed to work in a given time period. This action typically increases the project duration. By adding additional resources to effort-driven activity the project can still complete, often, in the same schedule, otherwise the duration of the project will increase.

Answer option B is incorrect. Resource leveling heuristics does not change the project scope.

Answer option A is incorrect. This is not an instance of cutting the project scope.

Answer option D is incorrect. The project scope baseline is not affected by resource leveling heuristics.

Question 6

Question Type: MultipleChoice

Alicia works as a project manager for NacTec project. She is undergoing the project monitoring phase in her project. Which of the following will she choose to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

Options:

A- Reports

B- Meetings

C- Diaries

D- Future planning

Answer:

A, B, C

Explanation:

Project monitoring should be worked out to verify all the working actions, including investments. Project monitoring helps the project staff to know how things are going, as well as giving early warnings of possible troubles and difficulties.

The methods used in monitoring a project are as follows:

1. Reports: Reports will help to identify the progress and problems easily and early. Reports must be completed in a standardized form at regular, predetermined intervals by all the team members. Reports should be short and brief.
2. Diaries: It is a helpful way of recording information.

3.Finances: An understanding of the basic concepts of project finance are important in making a project. Careful budgeting and planning will provide a great help in finance.

4.Meeting: There should be periodic meeting of team members to resolve the issues. This will help to monitor the problems easily and efficiently.

Answer option D is incorrect. This is the information that is used for monitoring to be useful. It is not a monitoring method.

Question 7

Question Type: MultipleChoice

You are the project manager for your project. Your project is scheduled to last for one year and you are currently forty percent complete with the project. Based on your current performance measurements you have an SPI of .95 and a cost

variance of -\$24,000. You need to report this information to the management, but you will also need a solution to present with the variance information. Which one of the following can you present to the management as a part of the control schedule tools and techniques for variances?

Options:

- A- Work performance measurements
- B- Corrective actions
- C- Trim the project scope
- D- Causes of variances

Answer:

B

Explanation:

The only tool and technique for controlling the schedule is a corrective action. You

should always report problems to management, the project customers, or key stakeholders as defined in the Communications Management Plan, but you should also always present a solution to the problem.

A corrective action is a change implemented to address a weakness identified in a management system. Normally corrective actions are implemented in response to a customer complaint, abnormal levels of internal nonconformity, nonconformities identified during an internal audit or adverse or unstable trends in product and process monitoring such as would be identified by SPC. It is method of identifying and eliminating the causes of a problem, thus preventing their reappearance. Examples of a corrective action are :

Improvements to maintenance schedules

Improvements to material handling or storage

Answer option C is incorrect. Trimming the project scope, which is a change request, is not a tool

and technique for control the scheduling. It

is, however, an output of the control schedule process and is sometimes a valid decision if the project is slipping on schedule performance.

Answer option A is incorrect. Work performance measurements are not a tool and technique for controlling the project schedule.

Answer option D is incorrect. The causes of the variance can help you determine the best action to take, but it is not a tool and technique for schedule control.

Question 8

Question Type: MultipleChoice

If you are the project manager of the BNQ Project and you add "waiting time" between two activities, then what have you added in the project?

Options:

- A- You have added lag time to the project activities.
- B- You have added management reserve to the project activities.
- C- You have added lead time to the project activities.
- D- You have added float to the project activities.

Answer:

A

Explanation:

Lag time is positive time that requires the successor activity to wait for a defined

amount of time, such as three days, before it can begin. Lag

time does not change the task relationship, but requires a 'waiting time' before the starting of the

activity can begin.

A lag time is a delay between the predecessor and the successor tasks. Sometimes it may be needed

to schedule a delay between the

predecessor and the successor tasks. For example, if two coats of paint are required to paint a car, then the final coat should be applied only when the first coat dries. This delay is known as the lag time. The lag time is entered as a positive value. The lag time can be entered as a duration or as a percentage of the predecessor's task duration. It is entered on the Predecessor tab in the Task Information dialog box.

Answer option D is incorrect. Float is a natural event that is discovered through the forward pass when using the critical path method. Float cannot be arbitrarily added as lag.

Answer option C is incorrect. Lead time actually brings activities closer together and causes them, in some cases, to overlap.

Answer option B is incorrect. Management reserve is a pool of time allotted for unscheduled changes and events that affect the project duration.

Question 9

Question Type: MultipleChoice

You are the project manager of the NHQ Project. You are coaching Alice, a new project manager, on the relationships in a project network diagram. Which relationship type between activities are the most common?

Options:

A- SS

B- FS

C- FF

D- SF

Answer:

B

Explanation:

The finish-to-start relationship type is the most common in a project network diagram.

It means that the predecessor activity must finish

before its successor activity can start. For example, the carpet must be installed before the painting activity can begin.

What is precedence diagramming method (PDM) in sequence activities?

Precedence diagramming method (PDM) is used in critical path methodology for building a project schedule network

diagram that uses boxes or rectangles, referred to as nodes, to represent activities, and join each other with arrows that

show the logical relationship that exists between them. This technique is also known as Activity-On-Node (AON).It includes

four types of dependencies or logical relationships:

Finish-to-start(FS): The initiation of the successor activity depends upon the completion of the predecessor activity.

Finish-to-finish(FF): The completion of the successor activity depends upon the completion of the

predecessor

activity.

Start-to-start(SS): The initiation of the successor activity depends upon the initiation of the predecessor activity.

Start-to-finish(SF): The completion of the successor activity depends upon the initiation of the predecessor activity.

Question 10

Question Type: MultipleChoice

Complete this sentence:

_____ is the process of collecting and distributing performance information including status reports, progress measurements, and forecasts.

Options:

- A- Corrective action
- B- Report performance
- C- Earned value management
- D- Monitor and control project performance

Answer:

B

Explanation:

Report performance is a project process that collects and distributes information on the project work.

Answer option C is incorrect. Earned value management may be used as the tool and technique for determining project performance.

Answer option D is incorrect. Monitor and control project performance is not a project process so this choice is not valid.

Answer option A is incorrect. Corrective action is a response to project performance to bring the project back into alignment with expectations.

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