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**Vendor:**PMI

**Exam Code:**PMI-SP

**Exam Name:**PMI Scheduling Professional

**Version:**Demo

## QUESTION 1

You are the project manager of the HGH Project. Thomas, your project sponsor, asked you to submit status reports every week, but now he wants you to submit the status reports every other week. What project management plan would you need to update to reflect this change from Thomas?

- A. Scope management plan
- B. Performance management plan
- C. Communications management plan
- D. Project management plan

Correct Answer: C

The communications management plan needs to be updated whenever there is a change in the frequency, type, or audience of communication. The communication management plan is a document that contains information that is required by

the stakeholders. It also documents when and how the information should be distributed. It describes the information delivery needs, its format and level of detail. The communication management plan is contained in or is a subsidiary of the

project management plan. Answer option D is incorrect. The project management plan is a collection of subsidiary plans, including the communications management plan.

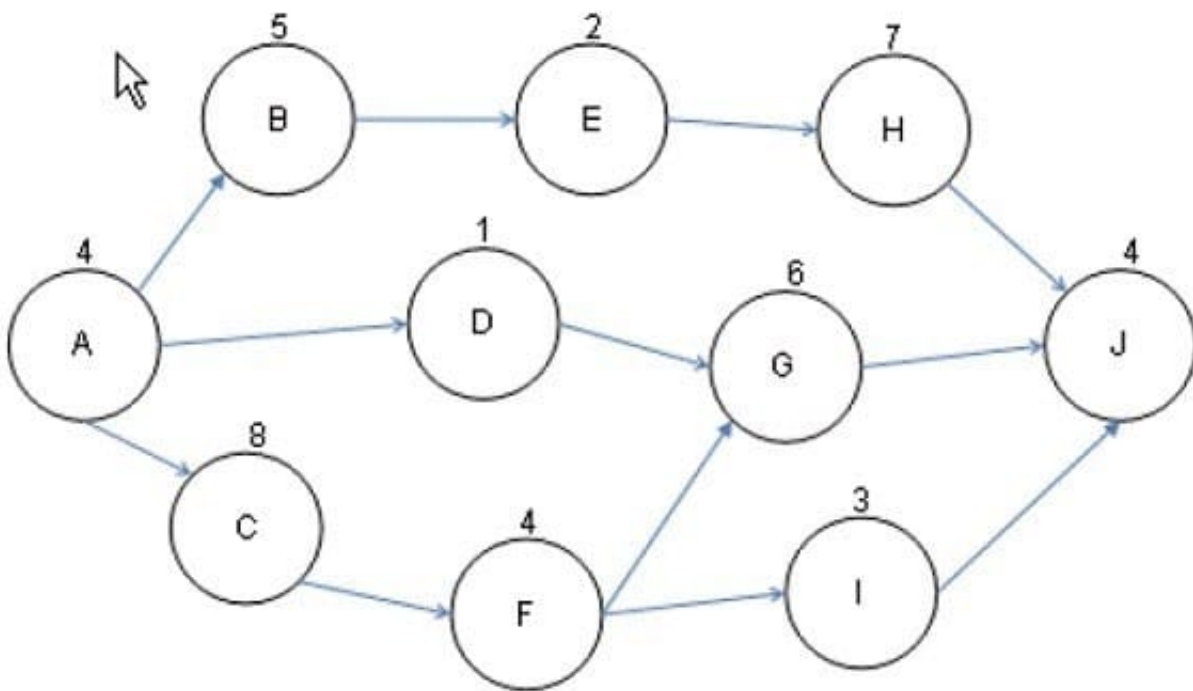
Answer option A is incorrect. The scope of the project is not being changed in this example, so there is no need to update the plan.

Answer option B is incorrect. There is no plan by the name of performance management plan, so this choice is incorrect.

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## QUESTION 2

Jeff is the project manager of the GHY Project for his organization. He has created the project network diagram as shown in the figure:



Management is reviewing the network diagram, and they are concerned about the latest date that Activity I can finish. What is the latest day Activity I can finish without affecting the project end date?

- A. Day 20
- B. Day 22
- C. Day 17
- D. Day 19

Correct Answer: B

Activity I must finish by Day 22, so that Activity J can start by Day 23. If Activity I finishes later than Day 22, the project will be late.

Answer option D is incorrect. Day 19 is the earliest Activity I can finish. Answer option A is incorrect. Day 20 is the latest Activity I can start. Answer option C is incorrect. Day 17 is the earliest Activity I can start.

### QUESTION 3

John works as a Project Manager for Blue Well Inc. He is measuring cost efficiency of his project. The key values are provided in the table below:

Measurements	Values
BCWP (or EV)	425
BCWS (or PV)	400
ACWP (or AC)	510

What is the cost performance index (CPI) of the project at the current point of time?

- A. 0.96
- B. 1.082
- C. 0.833
- D. 1.0625

Correct Answer: C

According to the question, you are required to calculate the cost performance index (CPI) of the project. 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. Here, CPI is as follows:  $CPI = EV / AV = 425/510 = 0.833$  As the CPI (0.833) is less than 1, it shows that the schedule performance is below expectation. 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. What is BCWS (or PV)? Budgeted Cost of Work Scheduled (BCWS) or Planned Value (PV) is the authorized budget assigned to the scheduled work to be accomplished for a schedule activity or Work Breakdown Structure (WBS) component. What is ACWP (or AC)? Actual cost of work performed (ACWP) or Actual Cost (AC) is the total costs actually incurred and recorded in accomplishing work performed during a given time period for a schedule activity. It is the cost of the work to date, including direct and indirect costs. AC is money that has actually been expended to date.

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#### QUESTION 4

Which of the group creativity techniques enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization?

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

Correct Answer: C

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.

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#### QUESTION 5

You are the project manager of the NHQ project. This project deals with a new technology that your company has never used before. You have petitioned the management to hire a consultant to help you and the project team to create the WBS, the activity list, and complete the duration estimates. The management is concerned about the costs of the consultant, but agrees to your request because of the nature of this new work. The consultant can best be described as what type of resource for this project?

- A. Direct expense
- B. External requirement
- C. Temporary resource
- D. Expert judgment

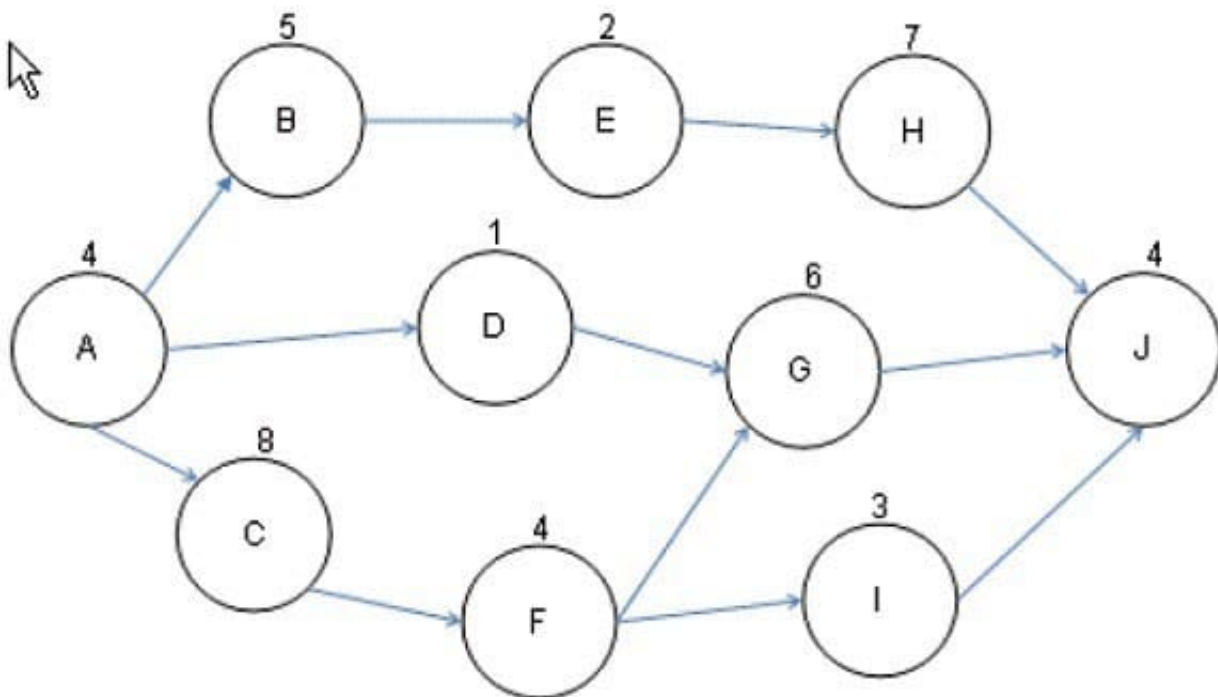
Correct Answer: D

The consultant is an example of expert judgment, as he is helping you and the project team to create the project elements. Expert judgment is a technique based on a set of criteria that has been acquired in a specific knowledge area or product area. It is obtained when the project manager or project team requires specialized knowledge that they do not possess. Expert judgment involves people most familiar with the work of creating estimates. Preferably, the project team member who will be doing the task should complete the estimates. Expert judgment is applied when performing administrative closure activities, and experts should ensure the project or phase closure is performed to the appropriate standards. Answer option A is incorrect. The consultant may be considered a direct expense because the fees can only be assigned to your project work, but this is not the best choice for the question. Answer option B is incorrect. An external requirement is not a valid choice for this question. Answer option C is incorrect. A temporary resource is not a valid project management term.

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### QUESTION 6

You work as the project manager for Blue Well Inc. You are working with your project team to schedule the days the project work will take place. You have created a project network diagram as shown in the figure:



Based on this diagram, find out the earliest day on which Activity G can be started.

- A. Day 13
- B. Day 7
- C. Day 22
- D. Day 17

Correct Answer: D

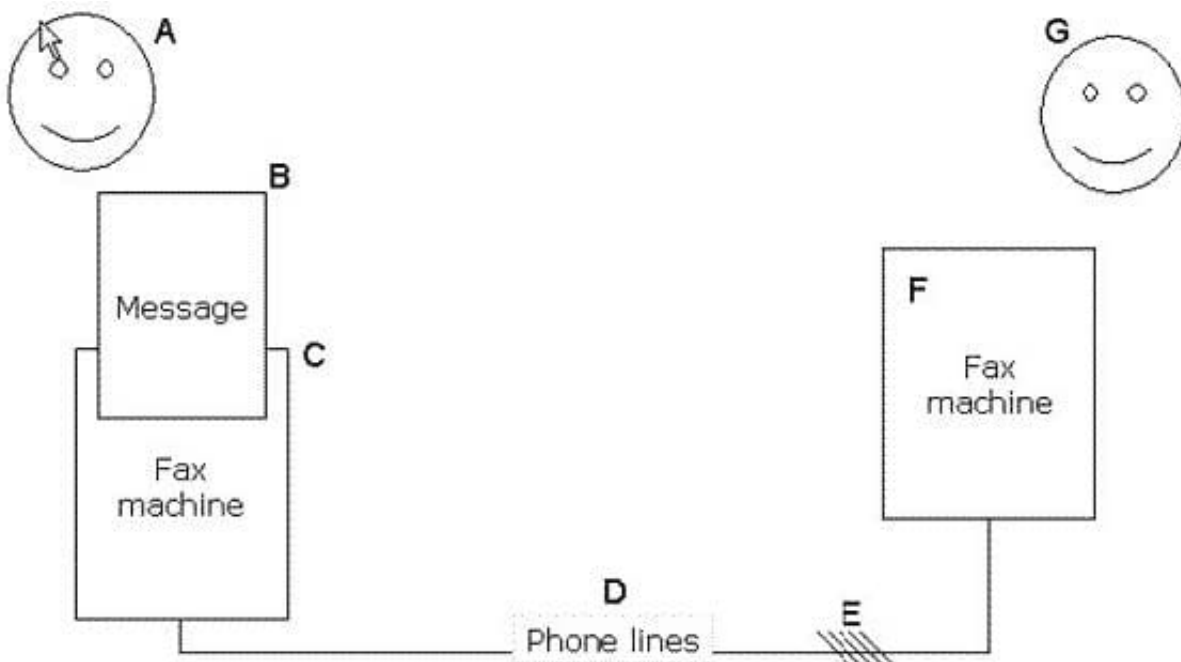
The earliest Activity G can start is Day 17. This is because activities A, D, C, and F must all be completed before Activity G can start.

Answer option A is incorrect. Day 13 does not account for Activity F since Activity F is also a predecessor to Activity G.

Answer option C is incorrect. Day 22 is the earliest Activity G can finish. Answer option B is incorrect. Day 7 is not a valid answer.

### QUESTION 7

The figure given below demonstrates the communication model for a project. What role does the component E play in the communications model?



- A. Static
- B. Deterrent
- C. Noise
- D. Barrier

Correct Answer: C

Noise is anything that disrupts the communication method such as static on the telephone line, distracting conversations, or misunderstandings.

Answer option A is incorrect. Static is an example of noise, but it is not part of the communication model. Answer option D is incorrect. A barrier to communication is when communication cannot happen under the present conditions.

Answer option B is incorrect. A deterrent is not a valid part of the communication model.

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### QUESTION 8

You are the project manager of the HQQ Project. Your project is running late by ten percent of where you should be at this time. Management is concerned and they'd like to know what is your schedule performance index. Considering that the project has a BAC of \$567,899, you are thirty percent complete, and you have spent \$179,450, what is the SPI for this project?

- A. \$227,140
- B. 0.75
- C. 0.95
- D. -\$56,789

Correct Answer: B

The schedule performance index is found by dividing the earned value by the planned value. In this instance, the planned value is ten percent more than where the project is forty percent of the budget at completion. Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in trend analysis to predict future performance. SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula:  $SPI = \text{Earned Value (EV)} / \text{Planned Value (PV)}$  If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The SPI value of 1 indicates that the project is right on target. Answer option C is incorrect. 0.95 is the project's cost performance index. Answer options A and D are incorrect. An index is a decimal value.

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### QUESTION 9

Robert is the project manager for his organization. Management has asked Robert to provide them with the metric he uses to measure deliverables status, costs incurred, and especially how he measures the schedule progress for schedule adherence. What project component could Robert provide for management?

- A. Milestone list
- B. Cost management and the project schedule
- C. Work performance measurements
- D. Project management plan

Correct Answer: C

Work performance measurements are metrics that are defined to collect performance and progress of the project.

Typical metrics are deliverables, schedule, and costs, though additional metrics, such as quality, can be added. Work performance measurements are created from the work performance information. WPMs are an output of Control schedule, Control cost, and Control scope processes, which are monitoring and controlling processes. WPMs consist of planned versus actual performance indicators with respect to scope, schedule, and cost. They are documented and communicated to the stakeholders and are used to make project activity metrics, such as the following: Planned vs. Actual Technical performance and Scope performance Planned vs. Actual Schedule performance Planned vs. Actual Cost performance Answer option D is incorrect. The project management plan is too broad and is not the best choice. Answer option B is incorrect. The cost management plan and the project schedule would not provide all the information that management has requested. Answer option A is incorrect. The milestone list does not include performance metrics.

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#### QUESTION 10

Nancy is the project manager of a project with 78 stakeholders. This is a high-profile project and she needs to express to her project team and to the management the importance of communication in this project. She would like to show the number of stakeholder communication channels in the project. Based on this information how many communication channels exist within this project?

- A. 78
- B. 156
- C. 3,003
- D. 6,084

Correct Answer: C

Communication channels are paths of communication with stakeholders in a project. The number of communication channels shows the complexity of a project's communication and can be derived through the formula shown below: Total Number of Communication Channels =  $n(n-1)/2$  where, n is the number of stakeholders. Hence, a project having five stakeholders will have ten communication channels. Putting the number of stakeholders in the formula we can get the required communication channel for the project. It is  $(78 \times 77)/2$  for 3,003 communication channels. Answer options A, B, and D are incorrect. These numbers do not reflect the accurate number of communication channels in the project.

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#### QUESTION 11

You are the project manager of a project that has a budget of \$675,000 and you have completed 40 percent of the project work. Your project is supposed to be 60 percent complete but you are actually only 40 percent complete. Due to some errors, however, you have actually spent \$335,000 of the budget. Management wants to know what the project's cost performance index (CPI) is. What value do you report?

- A. -\$135,000
- B. .67
- C. .81
- D. -\$65,000

Correct Answer: C

Cost performance index (CPI) is used to calculate performance efficiencies. It is used in trend analysis to predict future

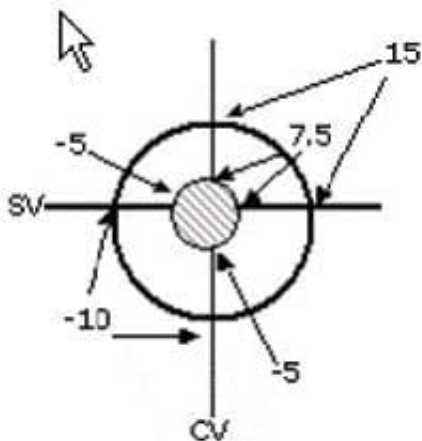


performance. CPI is the ratio of earned value to actual cost. The CPI is calculated based on the following formula:  $CPI = \text{Earned Value (EV)} / \text{Actual Cost (AC)}$  If the CPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The CPI value of 1 indicates that the project is right on target. In this instances it is \$270,000 divided by \$335,000 for a CPI of .81. Answer option B is incorrect. .67 is actually the schedule performance index. Answer option D is incorrect. -\$65,000 is the cost variance for the project. Answer option A is incorrect. -\$135,000 is the schedule variance of the project.

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**QUESTION 12**

What is the term assigned to graphic in the figure given below?



- A. Communications bull's eye
- B. Performance goals
- C. Earned value management goals
- D. Project exception report

Correct Answer: A

The graphic shown in the figure is a communications bull's eye. The project manager must keep the project within the boundaries defined by the bull's eye or he will need to generate a performance report. This is an example of management by exception because the project manager only communicates with management when there is an exception, or variance, within the project. Answer options C, B, and D are incorrect. These are not valid terms for the communications bull's eye.