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**Vendor:**PMI

**Exam Code:**PMI-SP

**Exam Name:**PMI Scheduling Professional

**Version:**Demo

## QUESTION 1

You are the project manager for your organization. Your current project has a schedule variance of - \$37,500 and a schedule performance index of 0.94. What do these values mean in regard to project performance?

- A. Your project is likely to be late and over budget.
- B. Your project is performing well.
- C. Your project has a planned value of \$600,000.
- D. Your project is six percent off schedule and has a considerable schedule variance.

Correct Answer: D

A schedule variance is found by subtracting the planned value from the earned value. A -\$37,500 schedule variance is considerable for most projects, but combined with a schedule that is six percent off schedule is more serious. The size of the project, however, and the defined project budget, needs to be determined to evaluate how serious the variance is. 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. Answer option B is incorrect. This project is not performing well based on the given information. Answer option A is incorrect. This project is likely to be late, but we do not know how costs are performing in this question. Answer option C is incorrect. There is not enough information to determine how well the project is performing from this answer.

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## QUESTION 2

You are the project manager of the MQQ project. Unfortunately, this project is not performing well and you must do something to address the problems in your project. Based on your planning for monitoring and controlling project performance, you know that there are three outputs of performance reporting. Which one of the following is the only output that is most appropriate for this poorly performing project?

- A. Organizational process assets update
- B. Performance reports
- C. Performance re-baselining
- D. Change requests

Correct Answer: D

Change requests are an output of performance report, and allow the project manager to address corrective actions and preventive actions to help the project get back in alignment with performance baselines. Answer option B is incorrect.

While performance reports are an output of the performance reporting, these reports do not specifically address the problems in the project. Answer option A is incorrect. Updating the organizational process assets is an important activity, but

it does not address the poor performance directly.

Answer option C is incorrect. Performance re-baselining is not an output of performance reporting so this choice is not valid.

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### QUESTION 3

Gina is the project manager for her organization and she is working with her project team to define the project activities. In this project, the stakeholders are sensitive to the project completion date, so Gina is stressing to her project team members that while they need to provide and account for all of the project activities, they should focus on one work package in the WBS at a time. In order to start the decomposition of the project work packages into activities, Gina will need all of the following except for which one?

- A. Scope baseline
- B. Organizational process assets
- C. WBS
- D. Enterprise environmental factors

Correct Answer: C

According to the PMBOK, Gina will not need the WBS directly, but will rely on the scope baseline. A Work Breakdown Structure (WBS) in project management is a tool that defines a project and groups the project's discrete work elements in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Answer option A is incorrect. The scope baseline is an input to define the project activities. Answer option D is incorrect. Enterprise environmental factors are an input to define the project activities. Answer option B is incorrect. Organizational process assets are an input to define the project activities.

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### QUESTION 4

You work as a project manager for BlueWell Inc. You would like to crash your project to help the project schedule to get back on track. What is the primary danger of crashing?

- A. Crashing increases project costs.
- B. Crashing is a top-down approach to project completion.
- C. Crashing restricts resource utilization.
- D. Crashing always increases project risks.

Correct Answer: A

Crashing adds project resources and usually increases costs - though it may also increase some project risks. Crashing is a schedule compression technique to obtain the greatest amount of compression for the least incremental cost.

Crashing works for activities where additional resources will shorten the duration. Approving overtime, bringing in additional resources, paying to expedite delivery to activities on the critical path are examples of crashing.

Answer option D is incorrect. Crashing does not always increase project risks. Answer option C is incorrect. Crashing does not restrict resource utilization - that is resource leveling. Answer option B is incorrect. This is not a valid definition

or

description to crashing the project.

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#### QUESTION 5

You are the project manager of the GHY Project. Management wants you to create a process improvement plan for your project. Your project will be studied by management and will become a standard for all future organizational projects based on your project's performance, approach, and implementation of project processes. All of the following should be included in your project's process improvement plan except for which one?

- A. Process boundaries
- B. Process configuration
- C. Targets for improved performance
- D. Identification of project risks

Correct Answer: D

Identification of the project risks is not part of the process improvement plan. Identify risks is a risk management process, and risks are recorded in the risk register. Answer options A, B, and C are incorrect. Process boundaries, Process configuration and Targets for improved performance are parts of the process improvement plan.

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#### QUESTION 6

You work as a project manager for BlueWell Inc. You want to increase the overall duration of the project. If the management elects to use resource leveling, then what will happen to the project duration?

- A. The duration will increase, but the labor will stay the same.
- B. The duration will decrease as new team members are brought onto the project.
- C. Nothing, new resources will be incorporated into the project team.
- D. The duration will increase, but the labor will decrease.

Correct Answer: A

Resource leveling usually increases the overall duration of the project because management restricts the amount of labor which can be utilized in a given time period. 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 C is incorrect. New resources are not added as part of resource leveling. Answer option D is incorrect. Labor remains the same in resource leveling, but their availability decreases. Answer option B is incorrect. New resources are not added as part of resource leveling.

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## QUESTION 7

Steve is the project manager for the POK Project. He is working with the project customers to determine how frequently they'd like to receive the project information. The customers would like weekly status reports on how the project is performing. Where should Steve document this information?

- A. Communications management plan
- B. Issues log
- C. Project schedule
- D. Schedule management plan

Correct Answer: A

The communications management plan defines who needs what information, when the information is needed, and the modality the information is expected in. Answer option C is incorrect. The project schedule could include project

management activities such as schedule communication, but the communications management plan is the best answer as this information is absolutely documented in this plan.

Answer option D is incorrect. The schedule management is not the best location for this information. Answer option B is incorrect. The request for customer communication is not an issue, so this choice is not the most appropriate.

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## QUESTION 8

Mark is the project manager of the GHQ Project. He is happily reporting that his project has a schedule performance index of 2.12. Management, however, does not think this is good news. What is the most likely reason why management does not like an SPI of 2.12?

- A. It is not good news because a larger number means the schedule duration estimates were likely to be wrong to begin with.
- B. They likely do not understand the SPI formula.
- C. It is not good news, as the number should be closer to 100 than 0.
- D. It is good news, but Mark may have large cost variances to achieve this value.

Correct Answer: A

Cost and schedule performance indexes should be as close to 1 as possible. A larger value, such as 2.12, means that the schedule duration estimates were likely bloated or incorrect to begin with. Answer option B is incorrect. This is not the best choice for this question. Answer option C is incorrect. The number should not be close to 100; it should be close to 1. Answer option D is incorrect. While Mark may have crashed the schedule and driven up costs to achieve the SPI value, a more likely reason is that the time estimates were bloated.

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## QUESTION 9

You are the project manager for your organization. Your project is doing fine on time and cost, but management wants to address the project performance for future accomplishment. Management has asked you to begin reporting and forecasting your project's health based on a moving average, extrapolation, trend estimation, and growth curve. What

type of forecasting method is management asking you to use?

- A. Judgmental methods
- B. Causal/econometric methods
- C. Time series methods
- D. Estimate at completion method

Correct Answer: C

These are examples of a time series method for forecasting project performance. Another method that fits with the time series method of forecasting is earned value management. Forecasting is the process of estimating or predicting in unknown situations. Forecasting is about predicting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts. The forecasting

methods are categorized as follows: Time series method: It uses historical data as the basis for estimating future outcomes. Causal/econometric method:

This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and

used in the forecast. Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates. Other methods: Other methods may include probabilistic forecasting, simulation, and

ensemble forecasting. Answer option B is incorrect. Causal/econometric methods do not use the moving average, but models such as linear regression and non-linear regression.

Answer option A is incorrect. Judgmental methods for forecasting are based on intuition, opinions, and probability estimates.

Answer option D is incorrect. The estimate at completion method is an earned value management formula, which is part of the time series method for reporting and forecasting performance.

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## QUESTION 10

You work as a project manager for BlueWell Inc. Some of the activities in your project are not being completed on time. You review these activities with your project team discovered that the time estimates for the project are much more aggressive than what they are actually experiencing in the completion of the activities. You decide on to create a new schedule for the project. What project management process are you working with when you create a new target schedule?

- A. Estimate activity durations
- B. Estimate activity resources
- C. Control schedule
- D. Develop schedule

Correct Answer: C

In severe cases, new schedule duration estimates with new forecasted start and finish dates are needed. In these instances, it is an example of using the control schedule process. Control schedule process is a method of monitoring the

status of the project to update project progress and deal with the changes to the schedule baseline. It is concerned with: Determining the current status of the project Influencing the factors that create schedule changes Determining that the

project schedule has changed Managing the actual changes as they occur Control schedule is a component of the Perform Integration Change Control process.

Answer option B is incorrect. The activity resources would only address the addition or replacement of resources needed to complete the project work.

Answer option A is incorrect. This is a tempting choice, but according to the PMBOK, new schedules are part of the control schedule process.

Answer option D is incorrect. Develop schedule is not the best choice for this question. It is a process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule.

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#### QUESTION 11

You have been hired as a contract project manager for Tech Perfect Inc. The project has already been started. Sufficient details of the project have already been structured. You are working with your team for cost estimation of the project. Which of the following estimating techniques will you use for the highest degree of accuracy?

- A. Parametric modeling
- B. Analogous
- C. Top-down
- D. Bottom-up

Correct Answer: D

According to the question, you have to use the estimating technique that has a higher degree of accuracy. The most accurate estimating technique is bottom-up estimating. What is bottom-up estimating? Bottom-up is a cost estimating technique that involves estimating the cost of individual work packages or schedule activities with the lowest level of detail. The detailed cost is rolled up (or summarized) to higher levels for total project estimates. This summarized data is very useful for reporting and tracking purposes. Bottom-up estimating provides a higher degree of accuracy, provided the estimates at the work package level are accurate. Answer options C, A, and B are incorrect. Parametric modeling and analogous estimating techniques use top-down estimation model. These are less accurate than the bottom-up estimation. What is analogous estimating? Analogous is an estimating technique that uses the values of parameter, such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous, similar activity as the basis for estimation of the same parameter for a future activity. It is a top-down estimating technique and is a form of expert judgment. It provides a lower degree of accuracy than other estimating techniques. This technique is primarily used when there is a limited amount of detailed information about the project or program. What is parametric modeling? Parametric modeling is an estimating technique that uses parameters, or project characteristics, to forecast project costs. It involves a top-down approach and is similar but more accurate than analogous estimating. It uses historical data and other variables to calculate an estimate for activity parameters, such as scope, cost, budget, and duration.

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#### QUESTION 12

You are the project manager of a research project. Because much of the project work will be based on what is discovered in each stage of the project work, you are directing the project time to focus on creating time estimates for the most imminent research work and broad estimates for the project work that is coming later in the project. What type of planning are you using in this project?

- A. Milestone planning
- B. Rolling wave planning
- C. Phase gates
- D. Decomposition

Correct Answer: B

This is an example of rolling wave planning. Rolling wave planning focuses on the most imminent work in detail and creates estimates for the whole project and later work in broad estimates. Rolling wave planning is a form of progressive elaboration. 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 option D is incorrect. Decomposition describes the breakdown of the project scope into work packages, and then the work packages are broken down into project activities. Answer option C is incorrect. Phase gates describe the review process associated with the end of project phases. Answer option A is incorrect. Milestone planning defines the project milestones, not the activities required to reach the milestones.