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Topic Break Down

Topic	No. of Questions
Topic 1, Volume A	113
Topic 2, Volume B	207
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QUESTION NO: 1

Sam is the project manager of the NQQ project. He and the project team have completed the stakeholder identification process for his project. What is the main output of the identify stakeholders process?

- A. Communications management plan
- B. Stakeholder register
- C. Requirements
- D. Stakeholder management strategy

ANSWER: B**Explanation:**

According to the PMBOK, the main output of the identify stakeholders process is the stakeholder register. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.

Incorrect Answers:

- A: The communications management plan is an output of communications planning.
- C: Requirements are not an output of the stakeholder identification process.
- D: The stakeholder management strategy is an output of stakeholder identification, but it is not the main output.

QUESTION NO: 2

Which of the following are the outputs to the Determine Budget process? Each correct answer represents a complete solution. Choose all that apply.

- A. Project document updates
- B. Scope baseline
- C. Cost performance baseline
- D. Project funding requirements

ANSWER: A C D**Explanation:**

The outputs to the determine budget process are as follows: Cost performance baseline: The cost performance baseline is an authorized time-phased budget at completion. Project funding requirements: The project funding requirements are determined from total funding requirements and periodic funding requirements. Project document updates: The project document updates consists of risk register, cost estimates and project schedule.

Incorrect Answers:

B: Scope baseline is an input to the determine budget process.

QUESTION NO: 3

John works as the project manager for Blue Well Inc. He is identifying the phases within the scope of work for the project plan. Which of the following can be categorized as a project phase? Each correct answer represents a complete solution. Choose all that apply.

- A. Concrete
- B. Pre-construction
- C. Engineering
- D. Conceptual engineering

ANSWER: B C D**Explanation:**

A phase is a combination of associated activities that represent a distinct stage within a project. A phase can have distinct start and finish dates and include several stages of planning and work. Each project has a defined scope of work, such as a unique product or service. Some examples of phases within the scope of work for a project plan are conceptual engineering, pre-construction, and engineering.

Incorrect Answers:

A: Concrete is an activity, not a project phase.

QUESTION NO: 4

You are the project manager for your organization. You are managing a project to create new software for your clients. During the project execution, there have been some unforeseen delays that will require your attention. You will need four inputs to the control schedule process. Which of the following documents would not be an input for the control schedule process?

- A. Project schedule
- B. Work performance information
- C. Project management plan
- D. Earned value management results

ANSWER: D**Explanation:**

The results of earned value management are not an input to the control schedule process. The fourth input is organizational process assets. The inputs of schedule control process are as follows:

- Project Management Plan
- Project Schedule
- Work Performance Integration
- Organizational Process Assets

Incorrect Answers:

A: The project schedule is an input to the control schedule process.

B: The work performance information is an input to the control schedule process. C: The project management plan is an input to the control schedule process.

QUESTION NO: 5

You work as a project manager for Honeywell Inc. You have been distributing performance information, including status reports, progress measurement, and forecasts to various stakeholders. A trainee of this company wants to know what are the inputs for generating performance reports. Which of the following are the necessary inputs? Each correct answer represents a part of the solution. Choose two.

- A. Variance analysis
- B. WPM
- C. WPI
- D. Change request

ANSWER: B C**Explanation:**

According to the scenario, you can use the following inputs in order to generate performance reports:

WPI: Work performance information is the data gathered on the status of the project schedule activities that are performed to accomplish the project work. This data is collected as part of the Direct and Manage Project Execution processes. WPI includes the following:

- Deliverables status
- Schedule Progress
- Costs incurred

WPM: 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

Incorrect Answers:

A: Variance analysis is an after-look at what caused a difference between the baseline and the actual performance. It is one of the tools and techniques used for report performance.

D: 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.

QUESTION NO: 6 - (SIMULATION)

SIMULATION

Fill in the blank with the appropriate word. When activities are logically linked, they become the _____

ANSWER: Schedule

Explanation:

An activity is an individual element of work that is logically linked to other activities to form the schedule. Its primary characteristics include an overall duration based upon the resources applied to it (manpower, material, and equipment), as well as a start and completion date that is tied to a work calendar. It also has a relationship with other activities (predecessors and successors).

QUESTION NO: 7

Tom works as the project manager for BlueWell Inc. He spends the majority of his time communicating with team members and the project stakeholders. Various communication skills are involved in the communication processes. Which communication skills are involved in this process? Each correct answer represents a part of the solution. Choose all that apply.

- A. Internal and External
- B. Vertical and Horizontal
- C. Confronting and problem solving
- D. Formal and Informal

ANSWER: A B D

Explanation:

These are some communication activities that Tom uses to communicate with the team and the stakeholders. Communications skills are part of general management skills and are used to exchange information. Communication has many dimensions: Written and oral, listening, and speaking Internal (within the project) and external (customer, the media,

the public) Formal (reports, briefings) and informal (memos, ad hoc conversations) Vertical (up and down the organization) and horizontal (with peers) Communication is the most important skill that a project manager must possess. It is the single most important characteristics of a top-class project manager. Project managers must communicate well in order to integrate and maximize the performance of team members. Oral and written communications are the backbone of every successful project. During different phases of a project, a project manager requires to communicate through different manners (for example, documentation, meeting updates, etc.) and he must ensure that the information communicated is explicit, clear, and complete. C: It is a technique to resolve conflict that arises while communicating with different parties.

QUESTION NO: 8

Which of the following characteristics of conflict and the conflict management process should be recognized by the project managers while handling conflict in a team environment? Each correct answer represents a complete solution. Choose all that apply.

- A. Conflict resolution should focus on issues, not personalities.
- B. Conflict is natural and forces a search for alternatives.
- C. Openness resolves conflict.
- D. Conflict is an individual issue.

ANSWER: A B C**Explanation:**

The characteristics of conflict and the conflict management process recognized by the project managers while handling conflict in a team environment are as follows:

- Conflict is natural and forces a search for alternatives.
- Openness resolves conflict.
- Conflict resolution should focus on issues, not personalities.
- Conflict is a team issue.
- Conflict resolution should focus on the present, not the past.

QUESTION NO: 9

Joe is the project manager of the HJN Project. Joe's project is a renovation of an office building. There must be 30 hours between the painting activity and the carpet activity in the project schedule to eliminate the risk of wet paint getting on the carpet. What is the best approach Joe can do to alleviate this issue?

- A. Add lead time to the painting activity.
- B. Change the relationship of the carpet activity and the painting activity to finish-to-finish.
- C. Create a dummy activity between the painting activity and the carpet activity for the duration of the drying process.

D. Add lag time to the carpet activity.

ANSWER: D

Explanation:

By adding lag time to the carpet activity, Joe can move the start time of the carpet activity by 30 hours. 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.

Incorrect Answers:

A: 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.

B: Changing the relationship of the activity to finish-to-finish would not prevent the activities from overlapping. C: Dummy activities are not the preferred method of project scheduling.

QUESTION NO: 10

John is a scheduler in ABC Company. He has to plan an activity for the schedule models. Which of the following activities will he use to make the schedule models? . Each correct answer represents a complete solution. Choose all that apply.

- A. Hammocks
- B. Critical path scheduling
- C. Flags
- D. Tasks

ANSWER: A C D

Explanation:

An activity is an individual component of work that is logically linked to other activities to outline the schedule. Its key characteristics include an overall duration based upon the resources applied to it (manpower, material, and equipment), a start and completion date that is tied to a work calendar, and an association with other activities (predecessor and successors). Following are the various types of activities in schedule creation: Tasks: A task is an activity that needs to be accomplished within a defined period of time. Milestones: A milestone is the end of a stage that marks the completion of a work package or phase, typically marked by a high level event such as completion, endorsement or signing of a deliverable, document or a high level review meeting. Flags: Flags shall occur at appropriate intervals of approximately each month. The flags shall be located on the critical path and be incorporated into the baseline, all targets, and the current schedule. Hammocks: Hammocks are a summary pseudo "activity" representing a group of related activities that collectively cover some portion of a project.

Incorrect Answers:

B: The Critical Path scheduling, or Critical Path Analysis, is a mathematically based algorithm for scheduling a set of project activities.

QUESTION NO: 11

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 your schedule variance is. Considering that the project has a BAC of \$567,899, you are thirty percent complete, and you have spent \$179,450. What is the schedule variance for this project?

- A. -\$45,789
- B. -\$56,790
- C. There is not enough information to know.
- D. -\$30,268

ANSWER: B**Explanation:**

The schedule variance can be found by subtracting the planned value from the earned value. In this instance, it is \$170,370 minus \$227,160. $SV = 170,370 - 227,160 = -56,790$ 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.

Incorrect Answers:

A: \$45,789 is not a valid calculation.

D: -\$30,268 is the expected variance at completion. C: There is enough information to know.

QUESTION NO: 12

Harry works as a project manager for BlueWell Inc. A risk that has been identified and analyzed in the project planning processes is now coming into fruition. Who among the following is responsible for implementing the risk responses or contingency plan?

- A. Risk owner
- B. Harry
- C. Project sponsor
- D. Subject matter expert

ANSWER: A

Explanation:

The risk owner is the individual on the project team that is closest to the risk event. The risk owner can be an individual or an organization responsible for implementing risk responses or contingency plan. The risk owner should be empowered with the ability to respond to the risk as it was planned.

Incorrect Answers:

B: Harry is the project manager and likely would not be the risk owner as well.

C: The project sponsor authorizes the project but does not participate in execution of the project.

D: While a subject matter expert may be the risk owner on some occasions, he would not be the risk owner on every occasion.

QUESTION NO: 13

Holly is the project manager for her organization. Her current project is running late and her project customer has asked Holly to find a method to apply corrective actions to the project schedule. Holly is exploring the concept of crashing the project. Which of the following statements is true about crashing the activities in Holly's project?

- A. The activities to be crashed must have additional quality control metrics associated with them.
- B. The activities to be crashed cannot be of fixed duration.
- C. The activities to be crashed cannot have risks associated with them greater than 0.80.
- D. The activities cannot be on the critical path in order to be crashed.

ANSWER: B**Explanation:**

Crashing adds effort to the project activities. Activities that are of fixed duration, for example software testing, would not finish faster with added resources. 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.

Incorrect Answers:

A: Additional quality control metrics are not necessary just because Holly elects to crash her project. C: Activities with risks can be crashed.

D: Activities on the critical path can be crashed.

QUESTION NO: 14

Which organizational theory explains the factors that promote performance of people in any organization?

- A. Herzberg's theory

- B. Maslow's Hierarchy theory
- C. McGregor's theory
- D. Expectancy theory

ANSWER: A

Explanation:

Herzberg's Motivation-Hygiene Theory, also known as Two Factor Theory, was developed by Frederick Herzberg, a psychologist who found that job satisfaction and job dissatisfaction acted independently of each other. Two Factor Theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. Two Factor Theory distinguishes between the following: Motivators (e.g. challenging work, recognition, responsibility) which give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth. Hygiene factors (e.g. status, job security, salary and fringe benefits) which do not give positive satisfaction, although dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects, such as company policies, supervisory practices, or wages/salary. Essentially, hygiene factors are needed to ensure an employee is not dissatisfied. Motivation factors are needed in order to motivate an employee to higher performance, Herzberg also further classified our actions and how and why we do them, for example, if you perform a work-related action because you have to, then that is classed as movement, but if you perform a work-related action because you want to, then that is classed as motivation.

Incorrect Answers:

B: It describes the five layer of needs we all have.

C: McGregor's X and Y theory describes the team members and their behavior on the project and how management responds. D: It explains the processes that an individual undergoes to make choices.

QUESTION NO: 15

Jenny is the project manager for her organization. Her project is not doing well on project schedule performance, and management wants her to predict how the project schedule and cost will end.

Management has asked Jenny to report and forecast her project's performance based on the Judgmental methods. Which of the following judgmental methods will Jenny use to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

- A. Forecast by analogy
- B. Technology forecasting
- C. Autoregressive moving average
- D. Scenario building

ANSWER: A B D

Explanation:

The judgmental forecasting method incorporates intuitive judgments, opinions and subjective probability estimates. Some examples of judgmental forecasting are as follows:

- Composite forecasts
- Surveys
- Delphi method
- Scenario building
- Technology forecasting
- Forecast by analogy

Incorrect Answers:

C: Autoregressive moving average is an example of the causal/econometric method.