

## PMI-SP<sup>Q&As</sup>

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**QUESTION 1**

You are the project manager of the NHGQ project for your company. You must create and distribute performance reports every week to your key project stakeholders. What communication technique do you normally use to distribute reports?

- A. Push technique
- B. Many-to-many
- C. One-to-one
- D. Pull technique

Correct Answer: A

Performance reports are distributed through the push technique. This means that the project manager distributes the reports regularly through a mechanism, such as email. Answer option C is incorrect. One-to-one technique describes a conversation between two people. Answer option B is incorrect. Many-to-many technique describes a conversation between many people. Answer option D is incorrect. A pull technique describes the recipients of the report "pulling" the information, such as from a Website.

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**QUESTION 2**

Holly is the project manager for her organization. In her project, she has worked with the project team to define when the project team will be utilized in the project, the duration of the project activities, and the sequence in which the project work must be completed. During several phases of her project, the project team will need to work more than fifty hours per week. The project team members have agreed this is necessary and they're willing to do the work to complete the project. Management, however, has not approved Holly's schedule based on the overtime the scheduling will require. They have set a limit on the project schedule of 45 hours per week. What is this limit technically called? Each correct answer represents a complete solution. Choose all that apply.

- A. Constraint
- B. Assumption
- C. Execution variance analysis
- D. Resource leveling heuristic

Correct Answer: AD

Resource leveling is a rule of limiting the total number of hours a project team may work during a given time period in the project. If management restricts the project work to 45 per week, as in this example, Holly's schedule will likely increase

because the project team can't complete as much work in one given time period. While this may be seen as a constraint, because it limits Holly's options, it's technically called a resource leveling heuristic.

Answer option B is incorrect. It is an assumption that's believed to be true, but it hasn't been proven to be true.

Answer option C is incorrect. Execution variance analysis describes the difference between what was planned and what was executed. A better term for this experience would simply be a scope variance, scope change, or defect.

**QUESTION 3**

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 4**

Amy works as a project manager for BlueWell Inc. She is working on the SDI project, which has a BAC of \$2,816,000. She is currently 20 percent complete with this project, though she should be 25 percent complete with the project work. The project has consumed \$495,000 of the project budget to date. Management has asked her the project's Estimate To Complete (ETC) based on the current project performance. What is the ETC for this project?

- A. \$1,312,504
- B. \$1,979,952
- C. \$1,541,544
- D. \$2,474,952

Correct Answer: B

The estimate to complete is about knowing 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  $BAC / CPI$ . Here it is,  $CPI = EV/AC = (0.20 * 2,816,000) / 495,000 = 563200 / 495,000 = 1.1378$   $EAC = BAC / CPI = 2,816,000 / 1.1378 = 2,474,952$  (Approx)  $ETC = EAC - AC = 2,474,952 - 495,000 = 1,979,952$  Answer options C and A are incorrect. These are not the valid answers for this question. Answer option D is incorrect. This is the estimate at completion based on the current project

performance.

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## QUESTION 5

Kenny is the project manager for the NHQ organization. She is creating the project duration estimates. She has stressed to her project team that they will need to create accurate and reliable project duration estimates without padding their estimates for errors or risks. Kenny is also relying on historical information to help her predict the duration of the project work. Jennifer, one of the project team members, wants to know how Kenny will account for the certain-to-happen errors and delays in the project schedule. What approach should Kenny use in the project?

- A. Rewards and recognition for completing the project work without delays
- B. Analogous estimating
- C. Three-point estimates
- D. Management reserve

Correct Answer: D

Management reserve is an allotment of time added to the end of the project schedule. When delays happen within the project, the delays are subtracted from the management reserve. Answer option C is incorrect. Kenny is not using a three-point estimate in this instance. Answer option A is incorrect. Rewards and recognitions are a good incentive for accurate work, but errors and delays may still happen and the rewards would not necessarily prevent delays in the project. Answer option B is incorrect. Kenny may be using some type of analogous estimating to predict activity duration, but the best answer is the reliance on the management reserve.

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