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PMI PMI-SP

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## Topic Break Down

Topic	No. of Questions
Topic 1, Volume A	113
Topic 2, Volume B	207
<b>Total</b>	<b>320</b>

## QUESTION NO: 1

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: 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

**ANSWER: A D**

### Explanation:

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.

Incorrect Answers:

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

C: 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 NO: 3

Which of the following techniques is used in businesses to determine the effect different costs or investments have on profit and other financial indicators?

- A. Schedule analysis
- B. Resource leveling
- C. What-if scenario analysis
- D. Root cause analysis

## ANSWER: C

### Explanation:

What-if scenario analysis explains the analysis of the question "What if the situation represented by scenario 'X' happens?". This What-If Scenario Analysis shortly named as WIS

A schedule network analysis is performed using the schedule to compute the different scenarios, such as extending specific engineering durations, or delaying a major component delivery. Businesses use what-if scenarios to determine the effect different costs or investments have on profit and other financial indicators.

Incorrect Answers:

B: The resource leveling causes the project's duration to increase. It is a technique that resolves resource conflicts by delaying tasks within their slack allowances. The resource leveling is the process in which project teams come across problems when developing their project schedules.

A: The schedule analysis is the review of the schedule, but does not examine other possibilities for completing the project work. D: The root cause analysis helps to determine the reasons why the project is running late.

## QUESTION NO: 4

Which of the following processes fall under the Project Integration Management knowledge area? Each correct answer represents a complete solution. Choose all that apply.

- A. Quality Assurance

- B. Project Plan Development
- C. Integrated Change Control
- D. Project Plan Execution

**ANSWER: B C D**

**Explanation:**

Project Integration Management is one of the nine Project Management Knowledge areas. It comprises the following processes:

- Develop Project Charter
- Develop Preliminary Project Scope Statement
- Develop Project Management Plan
- Direct and Manage Project Execution
- Monitor and Control Project Work
- Integrated Change Control
- Close Project

These processes occur throughout the project and are repeated quite often during the working of the project. They ensure that the various elements of the project are properly coordinated. What are the

Project Management Knowledge Areas? The Project Management Knowledge Areas are groupings that bring together processes that have things in common. For example, Resource Planning, Cost Estimating, Cost Budgeting, etc., are part of the Project Cost Management knowledge group. These processes may or may not be part of different or same process groups. Guide to the PMBOK identifies forty- two processes that are arranged in nine knowledge areas. The knowledge areas are as follows:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

Incorrect Answers:

A: Quality Assurance is a part of the Project Quality Management knowledge area.

**QUESTION NO: 5 - (SIMULATION)**

## SIMULATION

Fill in the blank with an appropriate phrase. The \_\_\_\_\_ is defined in terms of either the product or the type of customer or industry sector.

**ANSWER: Application area**

### Explanation:

The application area is defined as a type of project that comprises common components important in such projects, but are not required or present in all projects. The application area is defined in terms of either the product or the type of customer or industry sector.

## QUESTION NO: 6

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: 7

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?

- 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 SP

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

Incorrect Answers:

A: Work performance measurements are not a tool and technique for controlling the project schedule.

C: 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.

D: 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 NO: 8**

You are working with your project team to control the project schedule. You will need five inputs to this process throughout your project. Which one of the following is an output of the project schedule control, and NOT an input?

A. Work performance information

B. Project schedule

C. Project management plan

D. Work performance measurements

**ANSWER: D**

**Explanation:**

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: Work performance information is an input to the control schedule process and includes information on project progress and activity start and finish information. B: The project schedule is an input to the control schedule process.

C: The project management plan is an input to the control schedule process.

## QUESTION NO: 9

A company hires a scheduler for one of its projects. What skills should he possess to efficiently work with the project team? Each correct answer represents a complete solution. Choose three.

- A. Performance control
- B. Execution scheduling
- C. Leadership
- D. Feasibility planning

## ANSWER: A B D

**Explanation:**

A scheduler schedules the constraints for the project into phases with respect to the time and resources available. He can be hired from outside a company, or from within a company. The basic roles of a scheduler are as follows: Feasibility Planning: A scheduler is the time management expert who paints a picture of the project. He develops a strategy for delivery and to gain consensus. Execution Schedule: A scheduler works with the project team to optimize and refine the schedule until an agreed schedule has been developed. Performance Control: A schedule is maintained by the scheduler who optimizes outcomes and instructs the project team on their presentation. It is important that the scheduler be aware of the changes and trends related to the project delivery.

Incorrect Answers:

C: This is the skill possessed by the project manager.

## QUESTION NO: 10

You are the project manager of the GHY project. Your project has a BAC of \$675,000 and is forty percent complete though you were supposed to be forty-five percent complete. Due to some errors early in the project, you had to spend \$278,000 of your project's budget to reach this point. Management is asking for a variance report. What part of your project has the largest variance?

- A. Cost, with a variance of -\$8,000
- B. Schedule, with a variance of -\$33,750
- C. Cost, with a variance of \$278,000



D. Schedule, with a variance of -\$20,000

**ANSWER: B**

**Explanation:**

Your schedule variance is -\$33,750. You can find this by using the formula earned value-minus planned.

Incorrect Answers:

A: Cost is not the largest variance in the project (it is -\$8,000).

C: Cost is not the largest variance in the project.

D: -\$20,000 is the variance at completion for the project.

**QUESTION NO: 11**

You work as a project manager for BlueWell Inc. You are going through a project with your project team. Some of your project team members are reporting that their activities are running late because there are lag times between activities that do not need to be there. You examine the schedule and see that the lag times have been incorporated into the project schedule for quality control reviews. You also learn that the quality control reviews are not being completed as planned. What is the best approach in this scenario?

A. Since the quality control inspections are not being completed, remove the lag time from the project.

B. Take corrective action and determine when the quality control inspection has happened so far in the project, perform quality control on the deliverables where the inspection was skipped, and ensure that quality control will happen from this point forward.

C. Since the quality control inspections are not being completed, take corrective action and ensure that the inspections continue from this point forward.

D. Discuss with the project team that the lag times should not affect the project schedule because they were built into the project schedule to begin with. Even if the quality control inspections were happening the time was allotted in the schedule for the inspections.

**ANSWER: B**

**Explanation:**

The best answer is to make certain quality control happens in the project. This means reviewing past work and ensuring that future inspections are met.

Incorrect Answers:

A: Removing the lag time does not solve the problem. It actually removes quality control requirements.

C: Only inspecting future work for quality control ignores potential past quality issues in the project.

D: While this answer is technically correct, it does not address the quality faults that may be creeping into the project deliverables.

## QUESTION NO: 12

You are the project manager for your organization. You want to record some details about the work that the project team has to complete. You want to document the level of effort, where the work is to be performed, and the person who will be responsible for completing the work. Which of the following is the best place to document this information?

- A. Activity attributes
- B. Project management plan
- C. Schedule Management Plan
- D. Roles and Responsibilities Matrix

**ANSWER: A**

### Explanation:

The activity attributes initially include the Activity ID, WBS ID, and the Activity Name, but it can evolve over time to include other components about the work. Activity attributes are an output of the Define Activity process. These attributes refer to the multiple components that frame up an activity. The components for each activity during the early stages of the project are the Activity ID, WBS ID, and Activity name. At the later stages, the activity attributes include Activity codes, Predecessor activity, activity description, logical relationship, successor activity, leads and lags, imposed dates, and constraints and assumptions. Activity attributes are used for schedule development and for ordering, selecting, and sorting the planned schedule activities in a number of ways within reports.

Incorrect Answers:

B: A project management plan is a formal document that defines how the project is being monitored, controlled, and executed. It is not the best answer.

C: The Schedule Management Plan defines how the schedule will be created, executed, and controlled.

D: The roles and responsibilities matrix records the work and the person to record the work, but does not offer additional information such as locale for the work, level of effort, and other information.

## QUESTION NO: 13

Samuel works as a project manager in Bluewell Inc. He is performing constructability analysis in one of the initial planning phases. Which of these does constructability take into account during analysis? Each correct answer represents a complete solution. Choose three.

- A. Quality inspections and compliance
- B. Location, logistics, and resource availability analysis
- C. Labor productivity studies from previous similar projects in the area
- D. The average price of general labor in the area

**ANSWER: B C D**

## Explanation:

Constructability analysis takes into account the location, logistics, resource availability analysis, the average price of general labor in the area, and labor productivity studies from previous similar projects in the area. Constructability analysis is a process that starts in the initial planning phases and persists all over the entire planning cycle and into the implementation phase of the project. Constructability analysis during the planning process examines the methods and cost of installed equipment and materials, technology, site conditions, resources, and related infrastructure. The benefit of constructability analysis is to reduce both the time and cost of a project. Constructability analysis is repeatedly performed throughout the life-cycle of a project in order to optimize cost, plan, and schedule while mitigating risk. It is a very important process that needs to be performed early in planning to allow alternatives to be considered and integrated into the design.

Incorrect Answers:

A: This comes under the quality assurance phase.

## QUESTION NO: 14

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: 15

Gary is the project manager of the NGH project for his organization. He and the project team have created the initial WBS. Before Gary and the project team begin creating the activity list, Gary wants the project team to help him create a unique numbering system for the deliverables identified in the WBS. What numbering system can Gary and the project team apply to the WBS to identify the components of the WBS?

- A. Code of accounts
- B. Chart of accounts
- C. Component numbering
- D. Activity linkage sequencing

**ANSWER: A**

**Explanation:**

The code of accounts is a hierarchical numbering system that uniquely identifies each deliverable of the WBS and segments the WBS by levels of numbering.

Incorrect Answers:

B: A chart of accounts is a financial tracking and assignment tool for common deliverables and activities an organization performs for its customers. C: Component numbering is not a valid term for project management.

D: Activity linkage sequencing is not a valid project management term.