



Free Questions for PMI-SP by vceexamstest

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Question 1

Question Type: MultipleChoice

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.

Options:

- 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 2

Question Type: MultipleChoice

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?

Options:

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.

Answer option A is incorrect. \$45,789 is not a valid calculation.

Answer option D is incorrect. -\$30,268 is the expected variance at completion.

Answer option C is incorrect. There is enough information to know.

Question 3

Question Type: MultipleChoice

You are the project manager of the GHQ Project. You are working with your project team to create the project network diagram. You have created the PND and are identifying the critical path with your team using your project management information system. All of the activities on the critical path are showing in red in the software that you are using to evaluate the critical path. What are schedule activities on the critical path called?

Options:

- A-** Critical activities
- B-** Action items
- C-** High alert activities
- D-** Red rated activities

Answer:

A

Explanation:

Schedule activities on the critical path are called critical activities.

Critical activity is a specific schedule activity on the critical path that takes place within a project schedule. Critical activities are mainly determined during the execution and deployment of the critical path method. In project management terms, critical activity refers to being on the major critical path, the most important path of life of an activity.

Critical activity can also be defined as the work elements that must be carefully monitored, documented, and managed to make the success of an organization, program, or project. An activity that has a total float equal to zero is believed to be a 'critical activity', which means if an interruption in the finish time of an activity occurs, then the entire project will be delayed by the same amount of time. A critical activity generally has free float equal to zero.

Answer options D, C, and B are incorrect. These are not valid answers for this question.

Question 4

Question Type: MultipleChoice

Maurice is the project manager of the NHQ Project and his project team has just finished the project activities. The quality control team reports that the project deliverables are perfect. The only thing left to in the project is to verify scope. This process will be performed by the project stakeholders. Maurice is required to submit a final project report and report on the project performance. Maurice's project had a budget of \$234,000 but the project spent \$245,000. In the final report management wants to know the project's cost performance index

(CPI). What value should Maurice report?

Options:

A- -\$11,000

B- .96

C- There is not enough information to know.

D- 1

Answer:

B

Explanation:

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:

$$\text{CPI} = \text{Earned Value (EV)} / \text{Actual Cost (AC)}$$

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 instance, the

earned value is \$234,000 as the project

work is 100 percent. The actual costs are \$245,000.

Answer option D is incorrect. This is the schedule performance index value.

Answer option A is incorrect. This is the variance at completion for the project.

Answer option C is incorrect. There is enough information to find the answer.

Question 5

Question Type: MultipleChoice

Cathy is the project manager of the NNQ Project. She currently has completed 45 percent of the project but was scheduled to have 65 percent of the project completed. This project has a budget of \$344,000 and was scheduled to last four months. Cathy has spent \$198,998 to date on the project. Based on this information, what is the estimate at completion for the NNQ Project?

Options:

A- -\$98,217.78

B- -\$44,198

C- \$441,025.64

D- \$243,219.78

Answer:

C

Explanation:

The estimate at completion (EAC) formula is the Budget at Completion (BAC)/Cost

Performance Index (CPI). In this instance, the CPI is .78 and

the BAC is \$344,000. Cathy's project isn't doing too well.

Answer option D is incorrect. This value represents the estimate to complete for the project.

Answer option B is incorrect. This value represents the negative cost variance.

Answer option A is incorrect. This value represents the negative value the project will have once all

the work is completed.

Question 6

Question Type: FillInTheBlank

with an appropriate phrase.

The _____ contains the schedule components and the rules for relating and using the components to represent the process for completing a project.

Answer:

Explanation:

A scheduling tool consists of the schedule components and the rules for connecting and using the components to characterize the process for completing a project. It is used to gather the schedule model and provide the means

of adjusting various parameters and
components that are typical in a modeling process.

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