



PMI-SP Practice Questions

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Question 1

Question Type: MultipleChoice

You work as a project manager for BlueWell Inc. Which of the following plans will you use to define how resources are brought onto the project team, how they are managed while on the project team, and how they may be released from the project team?

Options:

- A- Project Schedule Management Plan
- B- Project Staffing Management Plan
- C- Project Human Resources Management Plan
- D- Project Communications Management Plan

Answer:

B

Explanation:

The project staffing management plan will define how resources are brought onto the project team,

how they are managed while on the project team, and how they may be released from the project

team.

The staffing management plan is part of human resources plan. It is a subsidiary plan of the overall

project management plan and defines

when project team members will be brought onto and released from the project. It describes when

and how human resource requirements

will be met. Depending upon the needs of the project, it can be formal or informal, highly detailed or

broadly framed. The staffing management

plan may include the following items: Staff acquisition, resource calendars, staff release plan,

training needs, recognition and rewards,

compliance, and safety.

Answer option D is incorrect. The communications management plan defines project communication

requirements and expectations.

Answer option C is incorrect. This is not a valid project management plan.

Answer option A is incorrect. The project schedule management will define when resources are needed and scheduled. But it will not define how resources are allowed to be released from the project.



Question 2

Question Type: MultipleChoice

You are the project manager for your company. You are working with the management regarding the exact end date of your project. Management needs to know what day of the week your project will complete. Assuming that your project will not require any work to be completed over the upcoming weekends and that the remaining project work will commence on a Tuesday, what day of the week will the project end if there are 67 days of project work left to complete?

Options:

- A- Wednesday
- B- Thursday
- C- Monday
- D- Tuesday



Answer:

A

Explanation:

The project will end on a Wednesday. If the project work commences on a Tuesday, there will be four days to complete in that week. That will bring the project work down to 63 days of remaining work. Each work week counts as five days of work. 63 divided by 5 is 12 work weeks with three days remaining. The 63rd remaining day will complete on a Wednesday. Answer options C, D, and B are incorrect. These are not the valid answers.

Question 3

Question Type: MultipleChoice

You are the project manager for your organization. You are working with your project team to create the schedule baseline for your project. You will also be creating the schedule data for this project. The schedule data typically includes all of the following except for which one?

Options:

- A- Risk activities
- B- Schedule activities
- C- Activity attributes
- D- Schedule milestones

Answer:

A

Explanation:

Risk activities are not part of the schedule data. Risk is documented in the risk register, and monitored and controlled throughout the project.

In some instances, risk may be part of the activity attributes. The schedule data includes the schedule milestones, schedule activities, activity attributes, and the assumptions and constraints.

The schedule data includes the schedule activities, schedule milestones, activity attributes, and documentation of all known assumptions and constraints. The sum of additional data varies by application area. The schedule data commonly supplied as supporting details includes:

Resource requirement by time period, frequently in the category of histogram

Alternative schedules, such as best case or worst case, or resource leveled, with or without imposed

dates

Scheduling of contingency reserves

Answer option D is incorrect. Schedule milestones are part of the schedule data.

a

Answer option B is incorrect. Schedule activities are part of the schedule data.

Answer option C is incorrect. Activity attributes are part of the schedule data.

Question 4

Question Type: MultipleChoice

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?

Options:

- 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.

Answer option A is incorrect. 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.

Answer option C is incorrect. Dummy activities are not the preferred method of project scheduling.

Answer option B is incorrect. Changing the relationship of the activity to finish-to-finish would not

prevent the activities from overlapping.

Question 5

Question Type: MultipleChoice

You have a project to install 45,900 emergency exit signs throughout a university campus. You have a crew of 45 project team members to install the signs and they are making good progress on the installation but it looks like they'll miss the promised end date. Your project requires all of the signs to be installed one week before classes are scheduled to begin. You elect to crash the project in an effort to shorten the installation duration activity. What does it mean to crash the project?

Options:

- A- Increase the working hours.
- B- Level the project schedule.
- C- Add more workers.
- D- Reduce the project scope.

Answer:

C

Explanation:

Crashing adds more workers to the project team. Crashing allows the project to complete faster because there are more people helping with the project work.

Answer option D is incorrect. Reducing the project scope is called descoping or project scope changes.

Answer option A is incorrect. Crashing does not consider the working hours.

Answer option B is incorrect. Resource leveling actually increases the project duration.

Question 6

Question Type: MultipleChoice

Kay is the project manager of the QUI Project. This project is done but is also considerably over budget. Kay has elected to crash the project

in order to recoup schedule delays but this increased the project costs. What should Kay do with the

information regarding the schedule

delays and cost overruns?

Options:

A- Create an entry in the lessons learned documentation and explain her reasoning behind the corrective actions.

B- Create an exceptions report.

C- Create a variance report.

D- File the information as part of the project final report.

Answer:

A

Explanation:

When there have been significant corrective action decisions the reasoning behind the decision should be documented in the lessons learned documentation.

What is lessons learned documentation?

Lessons learned documentation is prepared to contribute to the lessons learned knowledge database of the organization.

It includes the causes of issues, the reasoning behind the corrective action chosen, and other types

of lessons learned

about stakeholder management. Lessons learned are documented so that they become part of the

historical database for

the project/program and the performing organization. The lessons learned are compiled, formalized,

and stored through

out the project's/program's duration.

Answer option C is incorrect. A variance report may be appropriate but cost and schedule variances

are reported differently. Kay could create

a cost variance report and a schedule variance report, but not one report for both project attributes.

Answer option B is incorrect. An exceptions report is the same as a variance report. Kay would create a separate exceptions report for cost,

and another for schedule.

Answer option D is incorrect. The information may go into the project final report but it should be

included in the project's lessons learned

information when it is discovered.

Question 7

Question Type: MultipleChoice

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 option best judgmental methods will Jenny use to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

Options:

- 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

Answer option C is incorrect. Autoregressive moving average is an example of the causal/econometric method.

Question 8

Question Type: MultipleChoice

Holly is the project manager for her organization. She is creating the activity list and would like to tag those activities that are comprised of discrete effort. What is discrete effort?

Options:

- A- It is a term used to describe activities whose effort cannot be directly measured to the project objectives.
- B- It is a term used to describe activities whose effort can be directly measured and linked to the project objectives.
- C- It is a term used to describe activities that are supportive of the project work, but not linked to the project deliverables.
- D- It is a term used to describe activities that are core project management processes, but not core project activities.

Answer:

B

Explanation:

Discrete effort is a term used to describe the work that can be measured and traced to the components in the work packages. It is the actual work to create the project deliverables.

Discrete effort refers to the particular work effort that can be identified and traced as having a direct tie to the final completion of the project- related work breakdown structure components and the deliverables. It is necessary that all the efforts have a specific measurable end product or end result. Answer options A, D, and C are incorrect. These are not valid definitions of discrete effort.

Question 9

Question Type: MultipleChoice

You are the project manager of the NHQ Project. This project has a Budget at Completion of \$750,000 and is expected to take 18 months to complete. The project is supposed to be 75 percent

complete, but due to some errors the project is only 60 percent complete. At this time the project

has spent \$465,500. Management has asked you to review the project work and report the project's

SPI. What is the SPI for this project?

Options:

- A- 0.97
- B- 0.80
- C- \$562,500
- D- -\$112,500



Answer:

B

Explanation:

The project's schedule performance index (SPI) can be found by using the formula;

earned value/planned value. The earned value is the

percent of the project completed times the BAC. The planned value is the percentage of where the

project should be times the budget at

completion. In this instance, the formula reads: $\$450,000 / 562500 = 0.80$.

Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in

trend analysis to predict future performance.

SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula:

$$\text{SPI} = \text{Earned Value (EV)} / \text{Planned Value (PV)}$$

If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value

is less than 1, it shows poor

performance. The SPI value of 1 indicates that the project is right on target.

Answer option A is incorrect. This value is the project's Cost Performance Index (CPI).

Answer option D is incorrect. This value is the schedule variance for the project.

Answer option C is incorrect. \$562,500 is the planned value for the project.

Question 10

Question Type: MultipleChoice

Laura is the project manager for her organization and management has requested her to create a report on her project's performance. Laura needs to analyze her current project performance and then compare it against what, in order to create a performance report?

Options:

- A- Cost variances and Cost Performance Index
- B- Scope baseline
- C- Performance measurement baseline
- D- Schedule variances, planned value, and the Schedule Performance Index

Answer:

C

Explanation:

The performance measurement baseline, which can be comprised of cost, scope, and schedule, is the foundation for creating a performance report. Answer option B is incorrect. The scope baseline will only reflect the performance of the scope, whereas performance reports typically need scope, time, and cost as its foundation. Answer option A is incorrect. Cost variances and the cost performance index are cost values that must be considered along with the scope performance and schedule performance. Answer option D is incorrect. Only reporting performance on the schedule is not enough for a performance report. Laura should also report on scope and cost at a minimum.

Question 11

Question Type: MultipleChoice

You are the project manager of the NHQ project. Your project has a budget of \$1,258,456 and is scheduled to last for three years. Your project is currently forty percent complete though it should be forty-five percent complete. In order to reach this point of the project, you have spent \$525,000. Management needs a performance report regarding the NHQ project. Management is concerned that this project will be over budget upon completion. What is the estimate at completion for this project that you will need to report to management?

Options:

- A- -\$62,922.80
- B- \$1,312,504
- C- \$1,525,000
- D- \$787,504



Answer:

B

Explanation:

The estimate at completion can be calculated by dividing the budget at completion by the cost performance index. Here, $CPI = EV/AC = (0.40 \times 1,258,456) / 525,000 = 0.95882$. $EAC = BAC/CPI = 1,258,456 / 0.95882 = 1,312,504$. What is Estimate at Completion (EAC)? Estimate at Completion (EAC) is a field that displays the final cost of the project including the actual costs and the forecast of remaining costs based on the cost performance index (CPI) so far. The formula used to calculate this estimate is as follows: $ACWP + (BAC - BCWP) / CPI$. Answer option D is incorrect. \$787,504 is the estimate to complete. Answer option A is incorrect. -\$62,922.80 is the schedule variance. Answer option C is incorrect. This is not a valid calculation for this question.



Question 12

Question Type: MultipleChoice

You have been assigned to a project that centers on a discipline you are only topically aware of. While you do have years of experience as a project manager, but you have never worked with the technology, as is in this project. During the define activities process, you rely on your project team and two consultants to coach you and identify the type of activities the project will include. Which tool and technique are you using in the define activities process in this scenario?

Options:

- A- Templates
- B- Rolling wave planning
- C- Decomposition
- D- Expert judgment

Answer:

D

Explanation:

When the project manager relies on consultants or the project team (or both), it is an example of expert judgment. 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 C is incorrect. This is not an example of decomposition. Answer option B is incorrect. This is not an example of rolling wave planning. Answer option A is incorrect. This is not an example of using a project template.

Question 13

Question Type: MultipleChoice

Nancy is the project manager of a project with 78 stakeholders. This is a high-profile project and she needs to express to her project team and to the management the importance of communication in this project. She would like to show the number of stakeholder communication channels in the project. Based on this information how many communication channels exist within this project?

Options:

- A- 78
- B- 156
- C- 3,003
- D- 6,084

Answer:

C

Explanation:

Communication channels are paths of communication with stakeholders in a project. The number of

communication channels shows the complexity of a project's communication and can be derived through the formula shown below:

Total Number of Communication Channels = $n(n-1)/2$

where, n is the number of stakeholders. Hence, a project having five stakeholders will have ten communication channels. Putting the number

of stakeholders in the formula we can get the required communication channel for the project. It is

$(78 \times 77)/2$ for 3,003 communication

channels.

Answer options A, B, and D are incorrect. These numbers do not reflect the accurate number of communication channels in the project.

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