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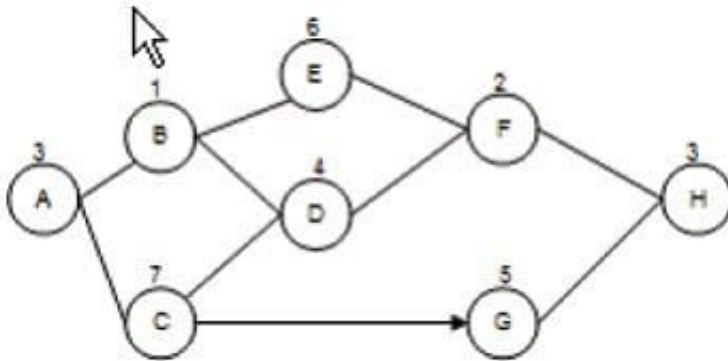
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QUESTION 1

Mary is the project manager of the H1QZ Project. This project is a subproject of the HQZ Project and the project schedule is fixed and cannot vary. Stephen, a project team member, reports that he's having trouble completing his project assignment and will likely be at least two days late. Examine the figure given below:



If Stephen's assignment is Activity B, what impact will his two days of lateness have on the project end date?

- A. The project will complete on time.
- B. The project will be late by one day.
- C. The project will be late by two days.
- D. The project will be early by two days.

Correct Answer: B

QUESTION 2

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

Correct Answer: BCD

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

Answer option A is incorrect. Quality Assurance is a part of the Project Quality Management knowledge area.

QUESTION 3

You work as a scheduler for your organization. You are developing a schedule and its constraints for the SAP project. There are nine inputs to develop a project schedule. Which of the following is NOT an input to the schedule development process?

A. Work breakdown structure

B. Activity attributes

C. Resource calendars

D. Activity list

Correct Answer: A

The WBS is not an input, directly, to the develop schedule process. Technically, you will need the scope baseline, which

does include the WBS. The inputs in developing a schedule process are of nine types, which are as follows:

Activity list

Activity attributes

Project schedule network diagrams

Activity resource requirements

Resource calendars

Activity duration estimates

Project scope statement

Enterprise environmental factors

Organization process assets

QUESTION 4

John is the project manager for the ABC project. He is finalizing the budget of the project. He is concerned about the direct costs involved in the project. Which of the following can be considered a direct cost in the project?

- A. Cost of electrical utilities
- B. Salaries of management directly involved in the project
- C. Subcontract cost
- D. Accounting support cost

Correct Answer: C

Direct costs can be traced directly to a cost object such as a product. In other words, direct costs do not have to be allocated to a product, department, or other cost object. For example, if a company produces Chairs, the cost of the wood and

the cost of the carpenter are direct costs. These costs are traceable by the production department. On the other hand, the rent of the production area, warehouse, and office is not a direct cost.

Answer options A, D, and B are incorrect. These are examples of indirect costs.

QUESTION 5

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

Correct Answer: ACD

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

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