PMI-SP$^{Q\&As}$

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QUESTION 1

You are the project manager of the GHY Project. This project is scheduled to last for one year and has a BAC of $4,500,000. You are currently 45 percent complete with this project, though you are upposed to be at your second milestone, which accounts for half of the project completion. There have been some errors in the project, which has caused you to spend $2,073,654. Based on the estimate at completion, what is this project\'s to-complete performance index?

A. -$108,120

B. 1.02

C. $4,608,120

D. 0.98

Correct Answer: D

The to-complete performance index when based on the estimate at completion uses the formula (BAC- EV)/(EAC-AC). In this instance, the answer is 0.98, which means the project is likely to reach its performance objectives. To-complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EA C. TCPI indicates the future required cost efficiency needed to achieve a target EAC (Estimate At Complete).Once approved, the EAC supersedes the BAC as the cost performance goal. Any significant difference between TCPI and the CPI needed to meet the EAC should be accounted for by management in their forecast of the final cost. The formula for TCPI is as follows: TCPI = {(BAC-EV)/(BAC-AC)} Answer option B is incorrect. This is the value of TCPI using the BAC approach. Answer option C is incorrect. This is the estimate at completion for this project. Answer option A is incorrect. -$108,120 is the variance at completion

QUESTION 2

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.

Correct Answer: Application area

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 3

You are the project manager for your organization. You need the oak cabinets for your project delivered by December 1 in order to install the floors around the oak cabinets by December 15. Your company\'s procurement office generally takes 45 days to complete procurement orders. Based on this information, how should you schedule the lead time for the cabinet delivery?

A. Cabinet procurement December 1, plus 45 days lead time

B. Cabinet procurement November 15

C. Cabinet procurement December 1, minus 45 days lead time

D. Cabinet procurement December 15 minus 45 days lead time

Correct Answer: C

The cabinet procurement and delivery must be completed by December 1. By scheduling the activity to finish on December 1 with minus 45 days lead time for procurement, the cabinets will arrive by the needed date.

Answer option A is incorrect. Lead time is always negative time, lag time is positive time. This choice would cause the cabinets to not arrive until 45 days after December 1. Answer option D is incorrect. This choice would cause the cabinets to

arrive on December 15 when the floors are to be installed. Answer option B is incorrect. This choice is not the best answer because it does not necessarily account for holidays, weekends, or other factors in the project calendar. By scheduling

the cabinet for December 1 and working backwards through lead time, the project\\'s PMIS will account for these breaks in the project work.

QUESTION 4

You are the project manager for the NQQ Project for your organization. You and the project team are creating the activity list for the NQQ Project. You have instructed the project team members that they should include an activity identifier

and a scope of work description for each activity in the activity list.

Why is this information needed?

A. To track the work to the project requirements

B. To maintain profit and loss statements for the project

C. To help the project team understand what work is required to be completed

D. To communicate the work to be completed to the project stakeholders

Correct Answer: C

The primary reason for including the activity identifier and the scope of work description for each activity is to ensure the project team understands what work is required to be completed. Answer option B is incorrect. Profit and loss statements

are not required for all projects and they are linked to actual performance against a project baseline. Answer option D is incorrect. Communicating to the stakeholders is always a good idea, but stakeholders would not usually need to know the

activity details. Their focus is on project benefits and deliverables.

Answer option A is incorrect. A requirements traceability matrix is the tool to link requirements to project deliverables.

QUESTION 5

Which of the following documents is a narrative description of products or services to be supplied by the project and has

detailed requirements and pricing specified on it?

A. Scope of statement

B. Project charter

C. Statement of work (SOW)

D. WBS

Correct Answer: C

A statement of work (SOW) is a document that captures and defines the work activities, deliverables and timeline that a vendor will execute against in performance of work for a customer. Detailed requirements and pricing are usually specified in it, along with many other terms and conditions. SOW is a narrative description of products or services to be supplied by the project. For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements. For external projects, the statement of work can be received from the customer as part of a bid document. Answer option A is incorrect. Scope of statement gives the narrative description of the project scope. Answer option B is incorrect. Project charter is a document that formally authorizes a project manager to work on a project. Answer option D is incorrect. WBS is a tool that defines a project and groups the project discrete work in a way that helps organize and define the total work scope.

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