

PMI Scheduling Professional Practice Test

1. Once the project's WBS has been created what process may happen next?

A. Estimate activity resources

B. Define activities

C. Estimate activity durations

D. Sequence activities

Answer(s): B

2. Which of the following scheduling techniques identifies the successor activities and the predecessor activities to assist the project manager in sequencing the project work?

A. Precedence Diagramming Method

B. Schedule network template

C. Dependency determination

D. Activity on the Node

Answer(s): A

3. You are the project manager of the NHGQ project for your company. You must create and distribute performance reports every week to your key project stakeholders.

What communication technique do you normally use to distribute reports?

A. Push technique

B. Many-to-many

C. One-to-one

D. Pull technique

Answer(s): A

4. Your project team is executing the project plan and things are going well. Your team has reached its first milestone and is now in the second phase of the project. The project stakeholders have requested that you find a method to reduce the duration of the project. They will reward you and your project team with a 25 percent bonus of the project costs if you can finish the project thirty days earlier than what was already planned. The stakeholders, however, will not approve any additional labor costs as part of the agreement.

Which approach could you use to shorten the duration of the project?

A. Perform resource leveling for the project.

B. Crash the project schedule.

C. Fast track the project.

D. Remove things from the project scope.

Answer(s): C

5. The Define Activities process is the first process in the project time management knowledge area. The Define Activities process creates just three outputs as a result of decomposition, rolling wave planning, templates, and expert judgment.

Which one of the following is not an output of the Define Activities process?

A. Activity list

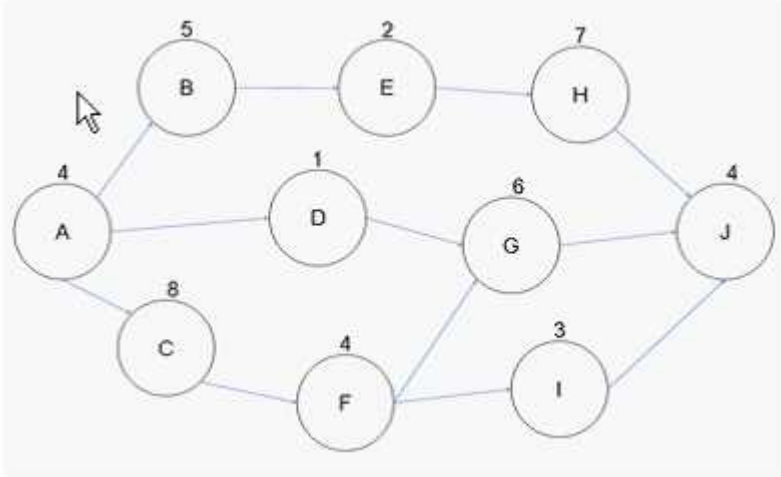
B. Milestone list

C. Activity attributes

D. Project document updates

Answer(s): D

6. Examine the figure given below:



If Activity B takes eight days to complete instead of five days as schedule, how long can you now delay Activity H?

A. Three days

B. One day

C. Four days

D. Zero days

Answer(s): B

7. You are the project manager of the GHT Project. Ben, one of your project team members, does not understand the idea of a milestone.

Which of the following best describes what a milestone is?

A. A significant point in the project

B. A goal of reaching a significant delivery of project benefits by an identified date

C. An imposed date for the project to reach a given point

D. The completion of a project activity that is crucial to project completion

Answer(s): A

8. You are the project manager of the GHY Project. Management wants you to create a process improvement plan for your project. Your project will be studied by management and will become a standard for all future organizational projects based on your project's performance, approach, and implementation of project processes.

All of the following should be included in your project's process improvement plan except for which one?

A. Process boundaries

B. Process configuration

C. Targets for improved performance

D. Identification of project risks

Answer(s): D

9. George is the project manager of the NHQ Project and has a budget of \$778,000. The project is scheduled to last for one year with an equal amount of work completed each quarter. The second quarter of the project has ended and George has spent \$325,000 but has only finished forty percent of the project. Management needs a variance report for the project schedule.

What value should George report in this instance?

A. .96

B. -\$77,800

C. \$-34,500

D. -\$13,800

Answer(s): B

10. You are the project manager of the NHQ Project. Management has set a conformance to the project schedule for your project at 0.95.

What does this term mean?

A. It means the largest schedule variance you can have is five percent.

B. It is the earned value divided by the planned value for your project.

C. It is the expectation of management to be 95 on schedule at 95 percent of the project.

D. It means you will need to earn at least 95 cents per dollar invested in the project.

Answer(s): A

11. Which one of the following estimate types is a form of expert judgment?

A. Parametric estimate

B. Analogous estimate

C. Bottom-up estimate

D. Definitive estimate

Answer(s): B

12. You are the project manager of the NHA Project. This project is expected to last one year with quarterly milestones throughout the year. Your project is supposed to be at the third milestone today but you're likely only 60 percent complete. Your project has a BAC of \$745,000 and you've spent \$440,000 of the budget-to-date.

What is your schedule performance index for this project?

A. 80

B. 1.02

C. 102

D. 0.80

Answer(s): D

13. Fill in the blank with an appropriate phrase.

The _____ includes a description of any collateral services required, such as performance reporting or post-project operational support for the procured item.

A. procurement SOW

Answer(s): A

14. Mark is the project manager of the GHQ Project. He is happily reporting that his project has a schedule performance index of 2.12. Management, however, does not think this is good news. What is the most likely reason why management does not like an SPI of 2.12?

A. It is not good news because a larger number means the schedule duration estimates were likely to be wrong to begin with.

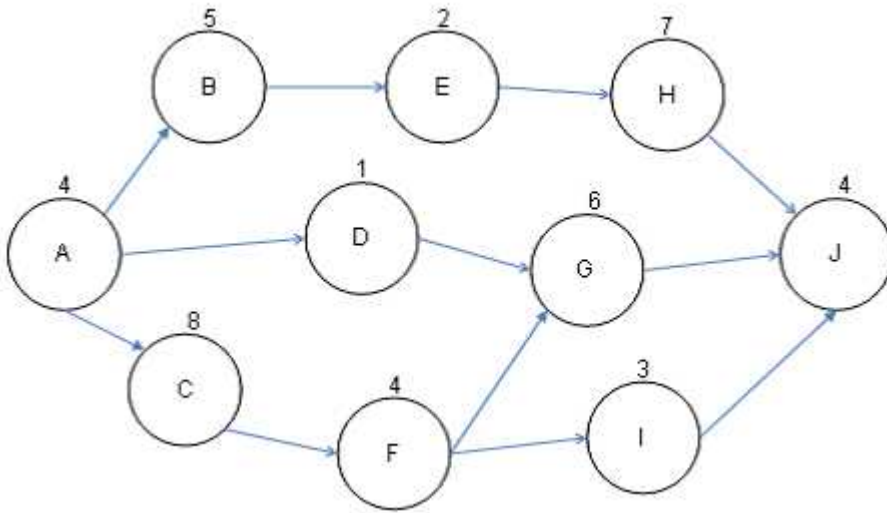
B. They likely do not understand the SPI formula.

C. It is not good news, as the number should be closer to 100 than 0.

D. It is good news, but Mark may have large cost variances to achieve this value.

Answer(s): A

15. You are the project manager of the BHG Project. You are creating a network diagram as shown in the figure:



Mary, a project team member, reports that an identified risk is likely to happen in the project that will affect the completion date of Activity D . She reports that the risk event will likely cause the duration of the activity to increase by six days. If this happens what is the earliest the project can complete?

A. 32 days

B. 29 days

C. 27 days

D. 26 days

Answer(s): D

16. Sam is the project manager of the NQQ project. He and the project team have completed the stakeholder identification process for his project.

What is the main output of the identify stakeholders process?

A. Communications management plan

B. Stakeholder register

C. Requirements

D. Stakeholder management strategy

Answer(s): B

17. You work as a project manager for BlueWell Inc. Management has asked you not to communicate performance unless the CPI is less than 0.96 or the SPI dips below 0.98. What type of report would you create for management, if these instances develop in your project?

A. Cost variance report

B. Exceptions report

C. Performance management report

D. Schedule variance report

Answer(s): B

18. 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. Considering that the project has a BAC of \$567,899, you are thirty percent complete, and you have spent \$179,450. What is this project's to- complete performance index based on the current BAC?

A. 1.02

B. 0.010

C. 0.75

D. 0.95

Answer(s): A

19. Andy works as the project manager for Bluewell Inc. He is developing the schedule for the project. There are eight tools and techniques that a project manager can use to develop the project schedule.

Which of the following is a tool and technique for the Schedule Development process?

A. Schedule compression

B. Reserve analysis

C. Variance analysis

D. Expert judgment

Answer(s): A

20. You are the project manager for your organization. You have recorded the following duration estimates for an activity in your project: optimistic 20, most likely 45, pessimistic 90.

What time will you record for this activity?

A. 48

B. 20o, 45m, 90p

C. 90

D. 45

Answer(s): A
