Exam Questions PMI-SP

PMI Scheduling Professional Practice Test

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NEW QUESTION 1
Gary is the project manager of the NHF project, which is a part of a program in his organization. According to the PMBOK, how will Gary provide feedback to programs and portfolios?

A. Status meetings
B. Push communications
C. Regular communications
D. Status reports and change requests

Answer: D

Explanation:
According to the PMBOK, the project manager provides the feedback to programs and portfolios by means of status reports and change requests that may impact other projects, programs, or portfolios. The needs of the projects, including the resource needs, are rolled up and communicated back to the portfolio level, which in turn sets the direction for organizational planning. What is a status report? A status report is a narrative description
about a subject that is relevant to an organization. Typically, a user submits a status report that was created for him by a manager. He can also create and submit his own unrequested status report at any time. It is a collaborative feature specific to PWA. Status report in PWA is a convenient way to exchange textual information with the team members about the status of a project or items in addition to task progress, which a user updates on the Tasks page. What are change requests? Change requests are requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets or revise schedules. These requests for a change can be direct or indirect, externally or internally initiated, and legally or contractually imposed or optional. A Project Manager needs to ensure that only formally documented requested changes are processed and only approved change requests are implemented.
Answer option C is incorrect. While regular communication is needed, this is not the best answer for the question.
Answer option A is incorrect. Status meetings are a part of project communications, but do not answer the question as completely as status reports and change requests.
Answer option B is incorrect. Push communications is one type of communicating mode where the project manager pushes the information to recipients. This is not the best choice for the question because there are other modes communicating as well.

NEW QUESTION 2
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: D

Explanation:
Identification of the project risks is not part of the process improvement plan. Identify risks is a risk management process, and risks are recorded in the risk register.
Answer options A, B, and C are incorrect. Process boundaries, Process configuration and Targets for improved performance are parts of the process improvement plan.

NEW QUESTION 3
You are the project manager of the JKM Project for your organization. Your project is supposed to be 60 percent complete but you are only 45 percent complete. The project has an assigned budget of $765,000 but you have already spent $365,000 to reach this point in the project due to some errors and rework. Management is pressing you on when you'll complete the project and how much the project will likely cost based on the current performance. You need to tell management what the project's current cost performance index (CPI) is. What value should you report to management based on your project's performance?

A. $306,000
B. .94
C. $344,250
D. .75

Answer: B

Explanation:
Management wants to know the cost performance index (CPI). You can find the CPI by first finding the earned value (EV) and then dividing it by the actual costs (AC) spent to date on the project. You find EV by multiplying percent complete by the project's budget; in this instance that's $344,250. The actual costs are reported as $365,000. The formula for the CPI on this project is $344,250 / $365,000 for a value of .94. What is CPI? 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: CPI = Earned Value (EV) / 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. What is BCWP (or EV)? Budgeted cost of work performed (BCWP) or Earned Value (EV) is the value of completed work. It is the budgeted amount for the work actually completed on the schedule activity during a given time period.
Answer options C, A, and D are incorrect. These do not reflect an accurate value for the project's cost performance index. The project is performing moderately well on cost as the closer the CPI is to 1 the better the project's performance.

NEW QUESTION 4
Jim is the project manager for his project. He and his project team are creating their duration estimates for the work packages in the WBS. For each activity, Jim is adding a few hours to the duration estimate in case something goes wrong during the completion of the work activity. Sarah, the project sponsor, does not approve of this and warns Jim of
Parkinson's Law. What is Parkinson's Law?

A. People will behave based on what their behavior brings them.
B. As employees do repetitive tasks, duration should decrease.

C. Work expands to fill the amount of time allotted to it.
D. An exponential increase labor does not correlate to an exponential decrease in duration.

Answer: C

Explanation:
Parkinson's Law states that work expands to fill the amount of time allotted to complete the work. If Jim allows 25 hours for a project team member to complete a 20-hour task, it will likely take the team member 25 hours to do the work.
Answer option A is incorrect. This is a description of the Expectancy Theory. Answer option B is incorrect. This is a description of the learning curve.
Answer option D is incorrect. This is a description of a portion of the Law of Diminishing Returns.

NEW QUESTION 5
Nancy is the project manager of the JJJ Project. This project has recently been approved by the project customer as complete so Nancy must now finalize the administrative closure. Nancy needs to create the final project report to report the successes and failures in the project. Who should Nancy deliver this final project report to if she is participating in a projectized structure?

A. Functional Management
B. Project sponsor
C. Whomever the communications management plan directs her to
D. Project customer

Answer: C

Explanation:
The communications management plan will define who will receive what information. Answer option B is incorrect. The project sponsor may be a recipient but the project communications management plan is the best selection.
Answer option A is incorrect. Functional management is not the best choice in a projectized structure.
Answer option D is incorrect. The project customer may receive a copy of the report, but the project communications management plan should direct the communications.

NEW QUESTION 6
You are the project manager of the NHQ Project. You have created the project network diagram as shown in the figure:
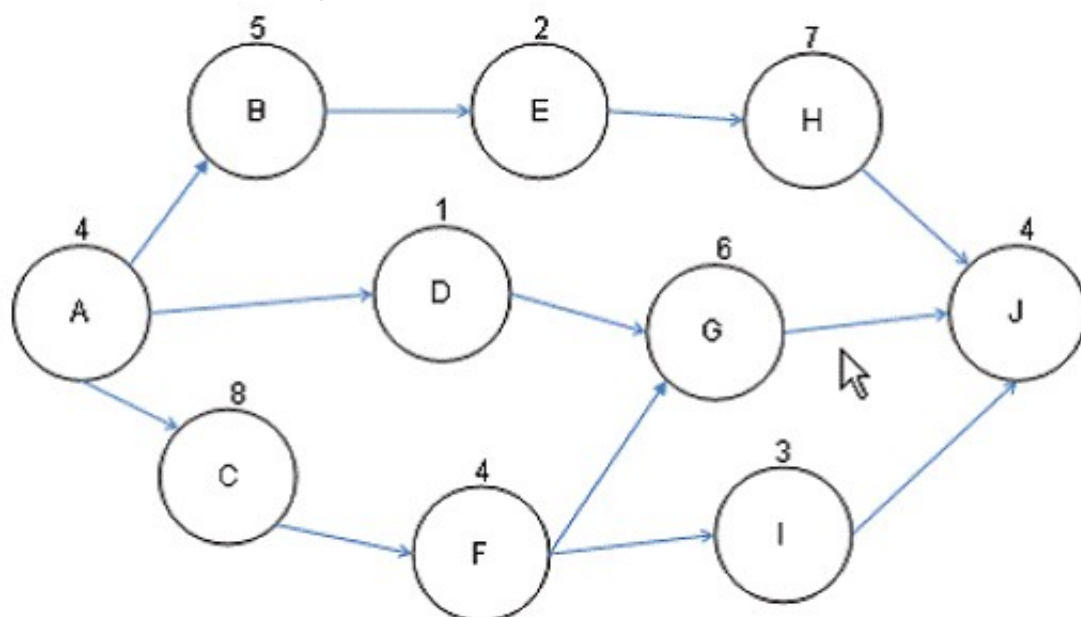
You are concerned about a risk on Activity G that if it happens will delay the project by four days. You would like to utilize float for Activity G. How much float is available for Activity G to help offset the risk event?

A. Five days
B. Four days
C. Eleven days
D. Zero

Answer: D

Explanation:
There is no float available for Activity G because it is on the critical path. Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates.
Answer options B, A, and C are incorrect. There is no float available for Activity G because it is on the critical path.

NEW QUESTION 7
John works as a project manager of the NHQ Project. He has created the project network diagram as shown in the figure:
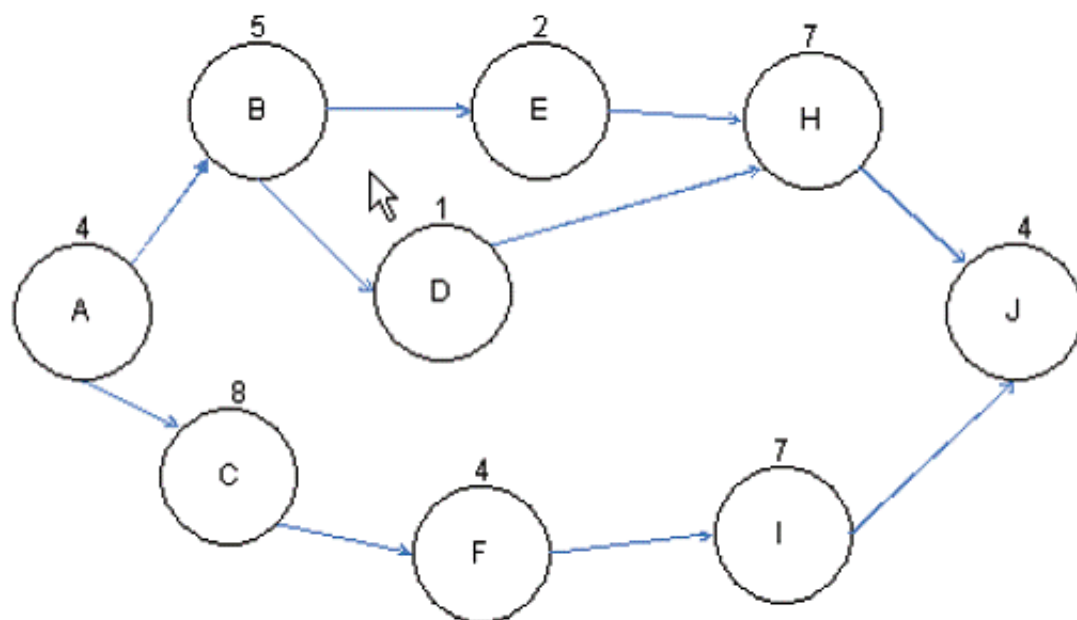
Based on the project network diagram, how much float is available for Activity H if Activity B is delayed by four days and Activity E is delayed by two days?

A. Zero
B. One
C. Four
D. Five

Answer: A

Explanation:
The path of ABEHJ will take 22 days to complete and cannot exceed 28 days or else the project will be late. If Activity B takes four additional days and Activity E takes two additional days, this adds (4+2= 6) six days to the path, bringing the path's duration to exactly (22+6 = 28) days. There is no available float left for Activity D or H. Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates.
Answer options B, C, and D are incorrect. There is no float available because the path's duration has increased to 28 days.

NEW QUESTION 8
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: A

Explanation:
The Precedence Diagramming Method uses both predecessors and successors as nodes in the project network diagram. The PDM approach is the most common network diagram approach used.
Answer option C is incorrect. Dependency determination identifies the order of the project work.
Answer option B is incorrect. The schedule network template is a tool that uses a previous
project network diagram as a base for the current project network diagram.
Answer option D is incorrect. Activity on the node places activities on circles within a network diagram. It is an example of the precedence diagramming method.

NEW QUESTION 9
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

A. Mastered
B. Not Mastered

Answer: A

NEW QUESTION 10
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: A

Explanation:
Schedule compression is a tool used as part of the Schedule Development process. The tools and techniques for schedule development are as follows:
Schedule network analysis Critical path method Critical chain method Resource leveling
What-if scenario analysis Applying leads and lags Schedule compression Scheduling tool
Answer options D, B, and C are incorrect. These are not tools and techniques for schedule development.

NEW QUESTION 10
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: C

Explanation:
Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope. It does not add any additional labor but it can introduce project risks.
Answer option D is incorrect. Removing things from the project scope can reduce the project duration, but it will not satisfy the requirements the stakeholders have identified. Answer option A is incorrect. Resource leveling can actually increase the project duration. Answer option B is incorrect. Crashing can reduce the project duration but it increases the labor expense, something the stakeholders won't approve.

NEW QUESTION 11
Lily works as a project manager for BlueWell Inc. She has recorded the following duration estimates for an activity in her project: optimistic 35, most likely 50, and pessimistic 95. What time will she record for this activity?

A. 48
B. 55
C. 54
D. 40

Answer: B

Explanation:
This is an example of three-point estimate. A three-point estimate records the optimistic, most likely, and the pessimistic duration and then records an average for the predicted duration Three-point estimate is a way to enhance the accuracy of activity duration estimates. This concept is originated with the Program Evaluation and Review Technique (PERT). PERT charts the following three estimates: Most likely (TM): The duration of activity based on realistic factors such as resources assigned, interruptions, etc. Optimistic (TO): The activity duration based on the best-case scenario Pessimistic (TP): The activity duration based on the worst-case scenario The expected (TE) activity duration is a weighted average of these three estimates: TE = (TO + 4TM + TP) / 6 Duration estimates based on the above equations (sometimes simple average of the three estimates is also used) provide more accuracy. Here, it is, TE = (35 + 50*4 + 95) / 6 = 330/6 = 55

NEW QUESTION 15
Which of the following statements best describes an activity in a project?

A. It is a defined set of functions a resource must complete for the project scope to be considered complete.
B. It is the effort needed to complete a work package.
C. It is the unit of resource utilization needed to complete a project deliverable.
D. It is a listing of all project work that must be accomplished for the project scope to be considered complete.

Answer: B

Explanation:
An activity is the effort needed to complete a work package. The activities are linked to the work packages in the WBS. An activity is the element of work performed throughout the various stages of a project. It is a group of people, communications, processes, and work items that correspond to a joint effort to achieve a goal. An activity is a way to manage the work collectively with others in any organization. The create WBS process identifies the deliverables at the lowest level in the WBS, called the work package. Project work packages are divided into smaller elements known as activities, which correspond to the work required to complete the work package.
Answer option D is incorrect. This is a definition of all the work that the project team and manager must complete in order to complete the total activity list.
Answer options A and C are incorrect. These are not valid definitions of an activity.

NEW QUESTION 20
Management is concerned about your project. They want to know how the project is performing specifically the schedule performance index. What formula do you use to find the schedule performance index?

A. PV/EV
B. EV-AC
C. EV-PV
D. EV/PV

Answer: D

Explanation:
The schedule performance index is earned value divided by planned value. The close the result is to 1, the better the project is performing.
Answer option B is incorrect. This is the cost variance formula.
Answer option C is incorrect. This is the formula to find schedule variance. Answer option A is incorrect. This is not a valid formula.

NEW QUESTION 23
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: B

Explanation:
An analogous estimate is a form of expert judgment because it relies on historical information. The historical information, assuming that it is accurate, serves as the conduit to the expert that created the historical information.
Answer option C is incorrect. A bottom-up estimate creates an activity duration estimate for each work package in the WBS.
Answer option A is incorrect. Parametric estimating uses a parameter, such as 10 hours per fixture installation, as a base to predict the duration of the project.
Answer option D is incorrect. A definitive estimate, also known as a bottom-up estimate, accounts for the cost of each work package.

NEW QUESTION 26
Holly is the project manager of her project. She has chosen to crash the project due to time constraints that have been imposed on her project. When Holly crashes the project what project document must be updated to reflect this change to the approach?

A. Develop schedule process
B. Risk register
C. Project risk management plan
D. Activity attributes

Answer: D

Explanation:
When Holly adds resources to the project, as in this instance, she will need to update the activity attributes to reflect the new labor. Activity attributes are an output of the Define Activity process. These attributes refer to the multiple components that frame up an activity. The components for each activity during the early stages of the project are the Activity ID, WBS ID, and Activity name. At the later stages, the activity attributes include Activity codes, Predecessor activity, activity description, logical relationship, successor activity, leads and lags, imposed dates, and constraints and assumptions. Activity attributes are used for schedule development and for ordering, selecting, and sorting the planned schedule activities in a number of ways within reports. In project document updates, activity attributes are updated to include any revised resource requirements and other revision generated by the develop schedule process.

NEW QUESTION 28
You have created the project network diagram for the ABC project. You are exploring total float and free float for that project. Martin, a project team member, wants to know the difference between total float and free float. What is the difference between total float and free float?

A. Total float is the amount of time an activity can be delayed without delaying any project successors, whereas free float is the amount of time an activity can be delayed without delaying the project completion date.
B. Total float is the amount of time an activity can be delayed without delaying the project completion date, whereas free float is the amount of time an activity can be delayed without delaying any project successors.
C. Total float is the amount of time an activity can be delayed without delaying the project completion date, whereas free float is the amount of time an activity can be delayed without delaying any project predecessors.
D. Total float is the amount of time a non-critical activity can be delayed without delaying any project successors, whereas free float is the amount of time an activity can be delayed without delaying the project completion date.

Answer: B

Explanation:
Total float is the time you can delay an activity without delaying the project end date, whereas free float is on each activity and does not affect the early start date of successor activities. Float, also called slack, is the amount of time an activity can be delayed without affecting any subsequent activities. There are two types of floats available: Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities. Total Float: It is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating schedule constraint. Float is calculated by using the critical path method technique.
Answer options C, A, and D are incorrect. These are not accurate definitions of free float and total float.

NEW QUESTION 32
You work as a project manager for BlueWell Inc. There have been changes to the project scope in your project. These changes will cause the project schedule to change as well, so you will need to update the schedule and the schedule baseline. The schedule baseline is a component of what?

A. Project calendar
B. Project constraints
C. Project objectives
D. Project management plan

Answer: D

Explanation:
The schedule baseline is a required component of the project management plan. Project management plan is a formal, agreed document that defines how the project is executed, monitored and controlled. It may be summary or detailed and may be composed of one or more subsidiary management plans and other planning documents. The objective of a project management plan is to define the approach to be used by the project team to deliver the intended project management scope of the project. The project manager creates the project management plan with the inputs from the project team and key stakeholders. The plan should be agreed and approved by at least the project team and its key stakeholders.
Answer option C is incorrect. The schedule baseline is not a project objective.
Answer option A is incorrect. The project calendar defines when the project will take place. Answer option B is incorrect. Project constraints are restrictions imposed on the project, such as time, cost, and scope.

NEW QUESTION 35
Examine the figure given below: Which path is considered the critical path?

A. ACDFJ
B. ACGIJ
C. ABEFJ
D. ABDFJ

Answer: B

Explanation:
The critical path is the path in the project network diagram with the longest duration. In project management, a critical path is the sequence of project network activities which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). In this instance path ACGIJ is the longest as it takes 23 days. Answer options C and D are incorrect. These paths take 13 days. Answer option A is incorrect. This path only takes 19 days.

NEW QUESTION 37
You are the project manager of the NHT Project. This project has 12,345 office doors to install throughout a campus. Each of the doors costs the project $456 and requires special hardware to electronically lock and open the doors. You've gathered the project team before they begin the installation for a hands-on training. As a group you and the project team install 50 doors following a checklist of instructions so that every door will be installed exactly the same throughout the campus and with minimal waste. This is an example of what project execution technique?

A. Preventive action
B. Defect repair validation
C. Implemented corrective action
D. Quality control

Answer: A

Explanation:
This is an example of a preventive action as you're working with the team before they install the doors to train them on the installation. The checklist is a quality control tool but the question was asking for a project execution activity. Preventive and corrective actions are part of project execution.
Answer option D is incorrect. Quality control is a controlling and monitoring process, not an executing process.
Answer option B is incorrect. The defect repair validation comes after the project team has corrected an error - something that has not occurred in this instance.
Answer option C is incorrect. Corrective action is a response to something that needs to be corrected in the project.

NEW QUESTION 38
John works as the project manager for Honeywell Inc. He is involved in the periodic collection and analysis of baseline versus actual data to understand and communicate the project progress. Which of the following techniques is used in generating performance reports?

A. Work performance information
B. Change requests
C. Work performance measurements
D. Forecasting method

Answer: D

Explanation:
Forecasting method is a technique used in generating performance reports. Forecasting is the process of estimating or predicting in unknown situations. Forecasting is about predicting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts. The forecasting methods are categorized as follows: Time series method: It uses historical data as the basis for estimating future outcomes. Causal/econometric method: This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and used in the forecast. Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates. Other methods: Other methods may include probabilistic forecasting, simulation, and ensemble forecasting. It is one of the tools and techniques of the report performance process. Answer option A is incorrect. Work performance information is the data gathered on the status of the project schedule activities that are performed to accomplish the project work. This data is collected as part of the Direct and Manage Project Execution processes. WPI includes the following: Deliverables status Schedule Progress Costs incurred It is used as an input in generating the report performance process.
Answer option C is incorrect. Work performance measurements are created from the work performance information. WPMs are an output of Control schedule, Control cost, and Control scope processes, which are monitoring and controlling processes. WPMs consist of planned versus actual performance indicators with respect to scope, schedule, and cost. They are documented and communicated to the stakeholders and are used to make project activity metrics, such as the following: Planned vs. Actual Technical performance and Scope performance Planned vs. Actual Schedule performance Planned vs. Actual Cost performance They are used as an input in generating the report performance process. Answer option B is incorrect. Change requests are requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets or revise schedules. These requests for a change can be direct or indirect, externally or internally initiated, and legally or contractually imposed or optional. A Project Manager needs to ensure that only formally documented requested changes are processed and only approved change requests are implemented. It is an output of the report performance process.

NEW QUESTION 39
What is the term assigned to graphic in the figure given below?
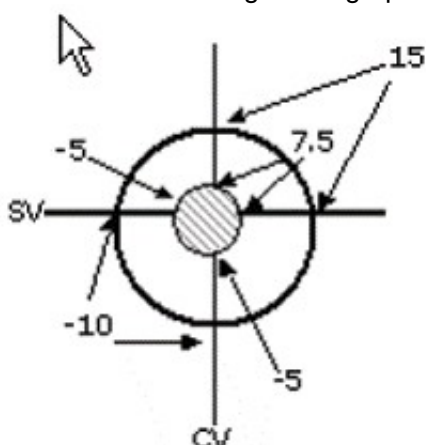
A. Communications bull's eye
B. Performance goals
C. Earned value management goals
D. Project exception report

Answer: A

Explanation:
The graphic shown in the figure is a communications bull's eye. The project manager must keep the project within the boundaries defined by the bull's eye or he will need to generate a performance report. This is an example of management by exception because the project manager only communicates with management when there is an exception, or variance, within the project.
Answer options C, B, and D are incorrect. These are not valid terms for the communications bull's eye.

NEW QUESTION 43
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?

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*1,258,456)/525000 = 0.95882 EAC = BAC/CPI = 1,258456/0.95882 = 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.

NEW QUESTION 47
Fredrick works as a Project Manager for BlueWell Inc. A number of projects are running under his guidance. You, a team leader of a project, inform Fredrick about the performance indexes of your project. The schedule performance index (SPI) of your project is 1.325. What does this figure indicate?

A. The schedule performance is better than expected.
B. The schedule performance is right on target.
C. The cost performance is better than expected.
D. The schedule performance is below expectation.

Answer: A

Explanation:
According to the question, the SPI of your project is 1.325. This figure is greater than 1. Hence, it shows that the schedule performance is better than expected. What is SPI? 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: SPI = Earned Value (EV) / 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 C is incorrect. SPI has nothing to do with cost performance.
Answer options B and D are incorrect. An SPI value less than 1 or 0 indicates that the schedule performance is either below expectation or is right on target.

NEW QUESTION 51
Fred is the project manager of the NHA project. This project has a BAC of $2,456,900 and is sixty percent complete. Fred has crashed the project, which has driven the project costs to date to $1,525,140, but his project is five percent more complete than what was planned. What is the cost variance for this project that Fred needs to report to management?

A. $122,845
B. -$51,000
C. -$85,000
D. Zero

Answer: B

Explanation:
The cost variance for the project is -$51,000. You can find the cost variance by using the formula earned value minus planned value. In this instance, it is: CV = EV - AC = (0.60* 2,456,900) - 1,525,140 = -51,000
Answer option C is incorrect. -$85,000 is the project's variance at completion. Answer option A is incorrect. $122,845 is the project's schedule variance. Answer option D is incorrect. There is a cost variance on this project of -$51,000.

NEW QUESTION 55
You are the project manager of the NHQ project. This project deals with a new technology that your company has never used before. You have petitioned the management to hire a consultant to help you and the project team to create the WBS, the activity list, and complete the duration estimates. The management is concerned about the costs of the consultant, but agrees to your request because of the nature of this new work. The consultant can best be described as what type of resource for this project?

A. Direct expense

B. External requirement
C. Temporary resource
D. Expert judgment

Answer: D

Explanation:
The consultant is an example of expert judgment, as he is helping you and the project team to create the project elements. 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 A is incorrect. The consultant may be considered a direct expense because the fees can only be assigned to your project work, but this is not the best choice for the question.
Answer option B is incorrect. An external requirement is not a valid choice for this question. Answer option C is incorrect. A temporary resource is not a valid project management term.

NEW QUESTION 57
You are the project manager for your organization. You and the project team are developing the project schedule for your current project. In addition to the enterprise environment factors and the organizational process assets, you will need seven other inputs to this process. Which one of the following is NOT an input to the Develop Schedule process?

A. Resource calendars
B. Schedule data
C. Activity list
D. Project scope statement

Answer: B

Explanation:
Schedule data is an output of the Develop Schedule process. The nine inputs to the Develop Schedule process are: activity list, activity attributes, project schedule network diagrams, activity resource requirements, resource calendars, activity duration estimates, project scope statement, enterprise environmental factors, and organizational process assets.
Answer options C, A, and D are incorrect. These are the inputs to the Develop Schedule process.

NEW QUESTION 58
You are the project manager of a project that has a budget of $675,000 and you have completed 40 percent of the project work. Your project is supposed to be 60 percent complete but you are actually only 40 percent complete. Due to some errors, however, you have actually spent $335,000 of the budget. Management wants to know what the project's cost performance index (CPI) is. What value do you report?

A. -$135,000
B. .67
C. .81
D. -$65,000

Answer: C

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: CPI = Earned Value (EV) / 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 instances it is $270,000 divided by $335,000 for a CPI of .81.
Answer option B is incorrect. .67 is actually the schedule performance index. Answer option D is incorrect. -$65,000 is the cost variance for the project. Answer option A is incorrect. -$135,000 is the schedule variance of the project.

NEW QUESTION 63
You are the project manager of the BHG Project. You are creating a network diagram as shown in the figure:
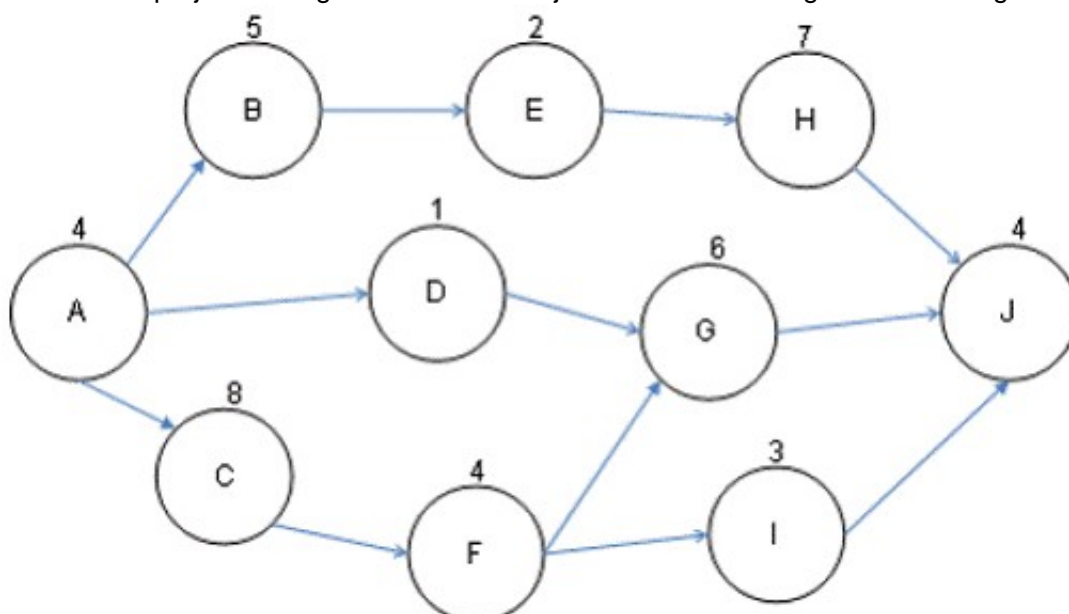
Mary, a project team member, reports that an identified risk is likely to happen in the project that will affect the completion date of Activity D . She reports that the risk event will likely cause the duration of the activity to increase by six days. If this happens what is the earliest the project can complete?

A. 32 days

B. 29 days
C. 27 days
D. 26 days

Answer: D

Explanation:
If Activity D increases by six days, the duration of the project will not change. There is 11 days of float available for Activity D so it may delay by six days without affecting the project end date. What is float?
Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates.
Answer options A, B, and C are incorrect. These are not valid answers for the question.

NEW QUESTION 68
Your project has a BAC of $750,000 and is 75 percent complete. According to your plan, however, your project should actually be 80 percent complete. You have spent $575,000 of your project budget to reach this point and you are worried about the project not being able to complete based on your current project budget. What is the to-complete performance index for this project?

A. 0.98
B. -$16,677
C. 1.07
D. 0.94

Answer: C

Explanation:
The to-complete performance index can be found by using the formula (BAC-EV)/(BAC- AC) for a value of 1.07. The higher the value is from 1, the less likely the project will meet the BAC.
To-complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EAC.
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 A is incorrect. 0.98 is the project's cost performance index. Answer option D is incorrect. This is the project's schedule performance index. Answer option B is incorrect. -$16,667 is the project's variance at completion.

NEW QUESTION 73
Holly is the project manager for her organization. In her project, she has worked with the project team to define when the project team will be utilized in the project, the duration of the project activities, and the sequence in which the project work must be completed. During several phases of her project, the project team will need to work more than fifty hours per week. The project team members have agreed this is necessary and they're willing to do the work to complete the project. Management, however, has not approved Holly's schedule based on the overtime the scheduling will require. They have set a limit on the project schedule of 45 hours per week. What is this limit technically called? Each correct answer represents a complete solution. Choose all that apply.

A. Constraint
B. Assumption
C. Execution variance analysis
D. Resource leveling heuristic

Answer: AD

Explanation:
Resource leveling is a rule of limiting the total number of hours a project team may work during a given time period in the project. If management restricts the project work to 45 per week, as in this example, Holly's schedule will likely increase because the project team can't complete as much work in one given time period.While this may be seen as a constraint, because it limits Holly's options, it's technically called a resource leveling heuristic.
Answer option B is incorrect. It is an assumption that's believed to be true, but it hasn't been proven to be true.
Answer option C is incorrect. Execution variance analysis describes the difference between what was planned and what was executed. A better term for this experience would simply be a scope variance, scope change, or defect.

NEW QUESTION 77
You are working with your project team to identify the project activities within your project. Which of the following is NOT a tool and technique that will be useful in defining the project activities?

A. Decomposition
B. Rolling wave plan
C. Precedence diagramming method
D. Templates

Answer: C

Explanation:
The precedence diagramming method is not a tool and technique that will be used during the activity definition process. Precedence diagramming method (PDM) is used in critical path methodology for building a project schedule network diagram that uses boxes or rectangles, referred to as nodes, to represent activities, and join each other with arrows that show the logical relationship that exists between them. The tools and techniques used in defining the activity process are as follows: Decomposition: It is used to further divide the project work package into a more smaller and convenient form called activities. Rolling Wave Planning: It is a form of progressive elaboration planning where the work to be
accomplished in the near term is planned in detail and future work is planned at a higher level of WBS. Templates: It is an activity list or a part of the activity list taken from the previous project and used in a new project. Expert Judgement: The skilled members in a project team or other experts who develop project scope statements can help provide knowledge in defining activities.

NEW QUESTION 79
You are the project manager for your organization. You are coaching Allen, a junior project manager, on how the details of the project's critical path are calculated. Examine the figure
given below:
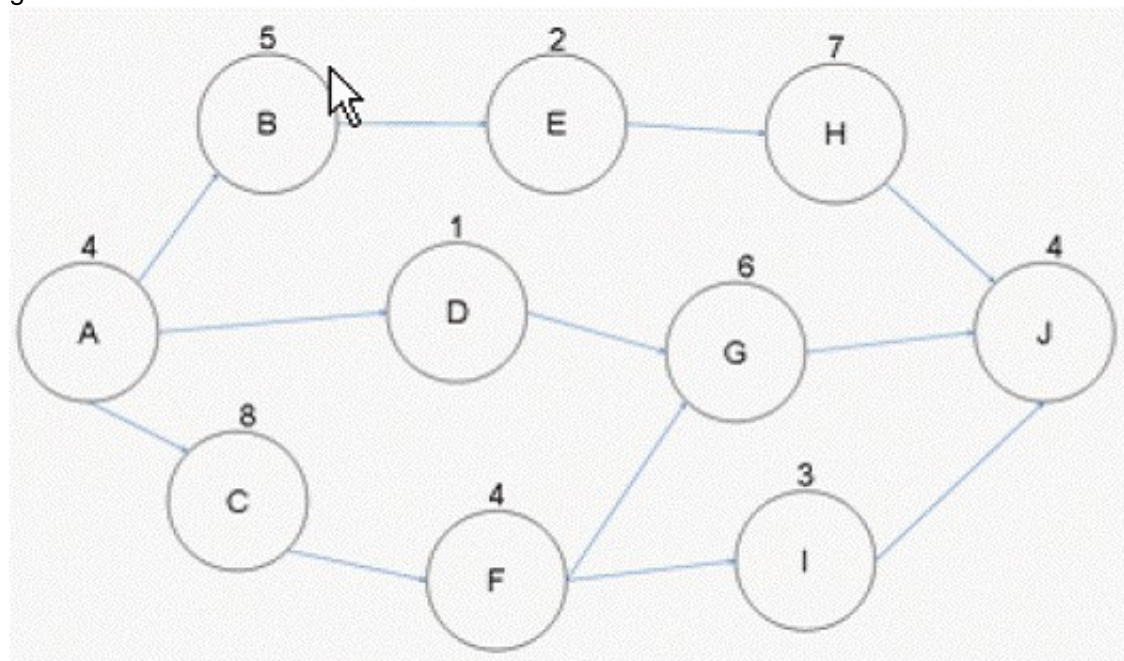
What is the critical path of this project?

A. ABEHJ
B. ACFGJ
C. ADGJ
D. ACFIJ

Answer: B

Explanation:
The critical path is discovered by summing the duration of each activity node in each chain of activities in the project network diagram. In this figure, the critical path is ACFGJ, which is 26 days, the longest chain of activities in the project.
Answer option A is incorrect. This path's duration is 22 days. Answer option D is incorrect. This path's duration is 23 days. Answer option C is incorrect. This path's duration is 15 days.

NEW QUESTION 81
In which of the following group decision making techniques does the largest block in a group decide the group decision even if a bulk is not achieved?

A. Majority
B. Unanimity
C. Dictatorship
D. Plurality

Answer: D

Explanation:
The various techniques of group decision making are as follows: Unanimity: In this technique, everyone agrees on a single course of action. Majority: In this technique, more than 50% of the members of the group support the decisions. Plurality: In this technique, the largest block in a group decides even if a bulk is not achieved. Dictatorship: In this technique, one individual makes the decision for the group.

NEW QUESTION 86
Frank is the project manager in BlueWell Inc. He is working with his project to subdivide the project work packages into smaller, more manageable components. He and the project team are planning in detail all of the things the team will need to create, purchase, or do in order to satisfy the project scope. Management is concerned with the activity which Frank is using in this scenario, as they believe that Frank is taking too long to complete this pre- execution activity. Which of the following techniques of the activity process is Frank using in this example?

A. Rolling wave planning
B. Expert judgment
C. Creating a project template
D. Decomposition

Answer: D

Explanation:
This is an example of decomposition. Frank and the project team are subdividing the work packages into smaller, more manageable units called activities. The tools and techniques used in defining the activity process are as follows: Decomposition: It is used to further divide the project work package into a more smaller and convenient form called activities. Rolling Wave Planning: It is a form of progressive elaboration planning where the work to be accomplished in the near term is planned in detail and future work is planned at a higher level of WBS. Templates: It is an activity list or a part of the activity list taken from the previous project and used in a new project. Expert Judgement: The skilled members in a project team or other experts who develop project scope statements can help provide knowledge in defining activities.

NEW QUESTION 87
Lara has been assigned to a construction project. The project includes constructing a residential building with fifty flats. On which of the following events will the project be considered successful?

A. The project meets or exceeds the expectations of the stakeholders.
B. The building is complete and handed over to the authority concerned.
C. The keys of the first flat are handed over to the owner of the flat.
D. Successful possession of all flats is made.

Answer: A

Explanation:
A project is considered successfully completed when the stakeholder needs and expectations are met or exceeded. What is a project? In project management a project consists of a temporary endeavor undertaken to create a unique product, service or result. An other definition is a management environment that is created for the purpose of delivering one or more business products according to a specified business case. Project have the following characteristics: They are unique. They are temporary in nature and have a definite beginning and ending date. They are completed when the project goals are achieved. Their success is measured by evaluating whether they meet or exceed expectations of the stakeholders. Project objectives define target status at the end of the project, reaching of which is considered necessary for the achievement of planned benefits. A project should be specific, measurable achievement, achievable, realistic, time bounded, ethical and recorded. The evaluation (measurement) occurs at the project closure. However a continuous guard on the project progress should be kept by monitoring and evaluating. Who are project stakeholders? Project stakeholders are those entities within or without an organization, which: Sponsor a project or, Have an interest or a gain upon a successful completion of a project. Examples of project stakeholders include the customer, the user group, the project manager, the development team, the testers, etc. Stakeholders are anyone who has an interest in the project. Project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion. They may also exert influence over the project's objectives and outcomes. The project management team must identify the stakeholders, determine their requirements and expectations, and, to the extent possible, manage their influence in relation to the requirements to ensure a successful project. Answer options D, C, and B are incorrect. These events are not the measurement of the project's success.

NEW QUESTION 90
You work as a project manager for BlueWell Inc. By referring to the figure given below, you along with your project team is calculating the latest completion of an activity.
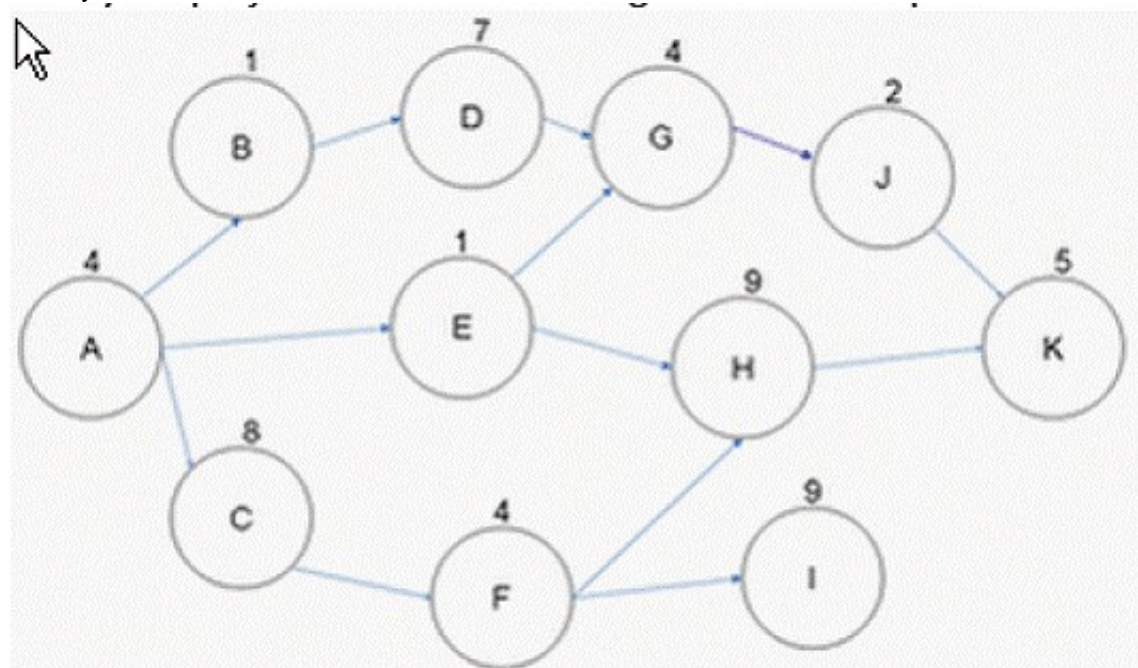
What is the latest your project team can complete Activity I?

A. Day 29
B. Day 26
C. Day 25
D. Day 30

Answer: D

Explanation:
Activity I can actually take all the way to Day 30 to complete. Note in the figure that Activity I does not need to be completed before Activity K can begin. This allows Activity I to take until Day 30 to complete as its late finish.
Answer option C is incorrect. This is the earliest Activity I may finish. Answer options B and A are incorrect. These are not the valid calculation.

NEW QUESTION 95
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. Management would like to create a report telling them how much more the project will need to complete. What value should you tell management?

A. $566,305
B. $787,504
C. $1,312,504
D. $733,456

Answer: B

Explanation:
The project will need $787,504 more to complete. This formula, the estimate to complete, is estimate at completion minus the actual costs. Here,
CPI = EV/AC =(0.40*1,258,456)/525000= 0.95882, and ETC = EAC - AC
= (BAC/CPI) - AC
=(1,258,456/0.95882) - 525000
= 1,312,504- 525000

= 787,504
The estimate to complete (ETC) is the expected cost needed to complete all the remaining work for a scheduled activity, a group of activities, or the project. ETC helps project managers predict what the final cost of the project will be upon completion. The formula for the ETC is EAC- AC. The EAC is BAC/CPI.
Answer option C is incorrect. This is the estimate at completion. Answer option A is incorrect. This is the planned value.
Answer option D is incorrect. This is not a valid value based on the current project performance.

NEW QUESTION 99
You are the project manager for the GRT Project in your organization. You have created your time duration estimates based on historical information, but the estimates are not holding true in your current project. Unfortunately, many activities are late. You have decided to create a PERT estimate with your project team for each of their activities. What is the formula used for PERT?

A. O+M+P
B. (O+M+P)/3
C. (O+4M+P)/6
D. Average of the estimates

Answer: C

Explanation:
PERT uses the formula of (O+4M+P)/6 to predict the duration of the project activities and the overall project schedule. Three-point estimate is a way to enhance the accuracy of activity duration estimates. This concept is originated with the Program Evaluation and Review Technique (PERT). PERT charts the following three estimates: Most likely (TM):
The duration of activity based on realistic factors such as resources assigned, interruptions, etc. Optimistic (TO): The activity duration based on the best-case scenario Pessimistic (TP): The activity duration based on the worst-case scenario The expected (TE) activity duration is a weighted average of these three estimates: TE = (TO + 4TM + TP) / 6 Duration estimates based on the above equations (sometimes simple average of the three estimates is also used) provide more accuracy.
Answer option A is incorrect. This is not a valid formula.
Answer option D is incorrect. This almost describes the three-point estimate, but does not answer the question about PERT.
Answer option B is incorrect. This is the formula for the three-point estimate. Note the PERT, while similar, uses 4M and divides the result by six factors.

NEW QUESTION 104
You work as a project manager for BlueWell Inc. Which of the following tools/techniques will you use to demonstrate how a process behaves over time, and when a process is subject to special cause variation, resulting in an out-of-control condition?

A. Pareto Chart
B. Ishikawa Diagram
C. Scatter Chart
D. Control Chart

Answer: D

Explanation:
You should use the control charts to demonstrate how a process behaves over time, and when a process is subject to special cause variation, resulting in an out-of-control condition. Control charts are graphical representations of different processes. These charts contain the maximum and minimum values allowed. Control charts are used to determine whether or not a process is stable or has predictable performance. A process is considered out of control when a data point exceeds a control limit or if seven consecutive points are above or below the mean.
Answer option B is incorrect. The Ishikawa diagram (or fishbone diagram or also cause- and-effect diagram) are diagrams, that shows the causes of a certain event. A common use of the Ishikawa diagram is to identify potential factors causing an overall effect. It helps identify causal factors and contributing causes.
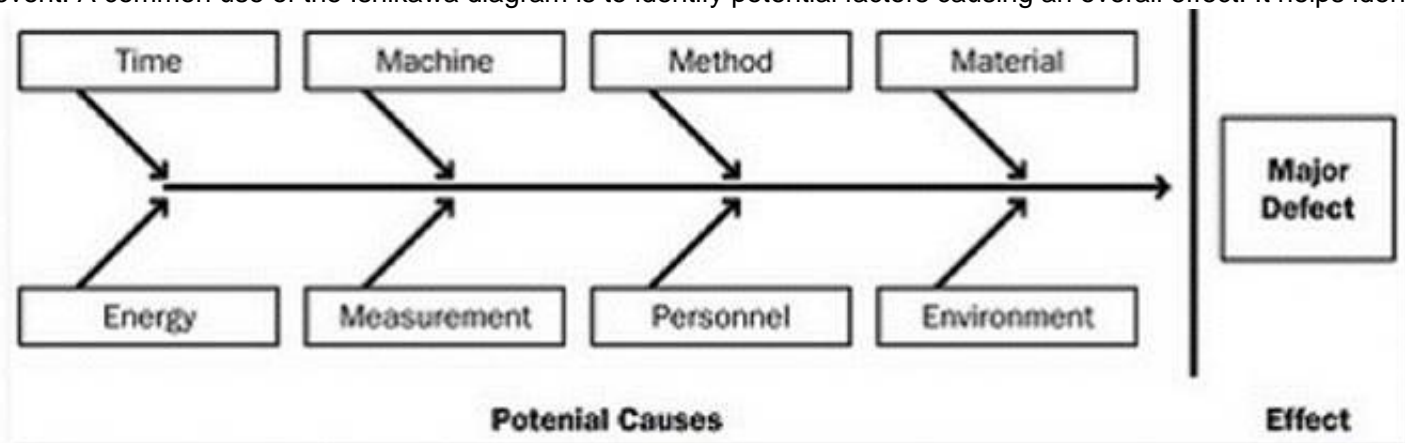
It is known as a fishbone diagram because of its shape, similar to the side view of a fish skeleton. It is considered as a basic tool of quality management.
Answer option A is incorrect. A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order. The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to right. The chart is named after Vilfredo Pareto, and its use in quality assurance was popularized by Joseph M. Juran and Kaoru Ishikawa.
Answer option C is incorrect. A scatter chart is a type of display using Cartesian coordinates to display values for two variables for a set of data. The data is displayed as a collection of points, each having the value of one variable determining the position on the horizontal axis and the value of the other variable determining the position on the vertical axis. A scatter diagram shows the pattern of relationship between two variables. This tool allows the quality team to study and identify the possible relationship between changes observed in two variables. Dependent variables versus independent variables are plotted. The closer the points are to a diagonal line, the more closely they are related.

NEW QUESTION 106
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. What is the planned value for this project?

A. $566,305
B. $1,258,456
C. -$54,044
D. $503, 382

Answer: A

Explanation:
The planned value is the percent complete that the project should have done. In this instance, it is: Planned value = 45% of $1,258,456 =$566,305
Answer option B is incorrect. This is the project budget.
Answer option D is incorrect. $503,382 is the earned value for this project.
Answer option C is incorrect. -$54,044 is the variance at completion for your project.

NEW QUESTION 111
Beth works as a project manager for BlueWell Inc. Which of the following tools and techniques of Administer Procurements process will Beth use to manage contracts, and procurement documentation and records?

A. Records Management System
B. Performance reporting
C. Inspection and Audit
D. Payment System

Answer: A

Explanation:
A records management system is used to manage contract, and procurement documentation and records by the project managers. It includes specific set of processes, related control functions, and automation tools that are merged as part of the project management information system.
Answer option D is incorrect. Payment system determines the payments to the seller, which is processed by the account payable system of the buyer after certification of satisfactory work by the authorized person on the project team.
Answer option C is incorrect. Inspection and audits are required by the buyer and supported by the seller as mentioned in the procurement contract during execution of the project to verify the compliance in the seller's work processes or deliverables.
Answer option B is incorrect. Performance reporting offers the management with the information about how effectively the seller is achieving the contractual objectives.

NEW QUESTION 113
You are the project manager for your organization. You are working with your virtual team to create activity duration estimates for your current project. This virtual team is comprised of team members from around the world. Much of this process will be completed by geographical locations though some conferences will require all the team members to participate and to coordinate the activities that will interact between the different sites. The project manager must consider all of the following when creating the activity duration estimates except for which one?

A. Project calendar
B. Critical path
C. Resource calendar
D. Time zone differences

Answer: B

Explanation:
When it comes to creating the project's activity duration estimating, the critical path is not yet a concern. The critical path will be determined by the duration of the project activities and the sequencing of the project events. A critical path is the sequence of project activities, which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path. These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources).
Answer option C is incorrect. The resource calendar must be considered for the availability of the project resource.
Answer option A is incorrect. The project calendar must be considered to determine when the project work is allowed to take place in the different sites.
Answer option D is incorrect. Time zone differences must be considered for communication demands and coordination of events between the geographical sites.

NEW QUESTION 118
You are the project manager for your organization. You are working through the control schedule process. According to the PMBOK, there are four inputs to this process. Which one of the following is NOT an input to the control schedule process?

A. Schedule data
B. Work performance information
C. Project management plan
D. Project schedule

Answer: A

Explanation:
Schedule data is not an input to the control schedule process. Organizational process assets are the final input to the control schedule process. The inputs of schedule control process are as follows: Project Management Plan Project Schedule Work Performance Integration Organizational Process Assets
Answer option C is incorrect. The project management plan is an input to the control schedule process.
Answer option D is incorrect. The project schedule is an input to the control schedule process.
Answer option B is incorrect. Work performance information is an input to the control schedule process.

NEW QUESTION 119
You work as a project manager for BlueWell Inc. Management has asked you to communicate with them whenever your project is about to reach a milestone so that they can review your project performance to date. Where can you find a list of the project milestones to anticipate management's request?

A. Scope baseline
B. Milestone list
C. Project charter

D. Project Schedule Management Plan

Answer: B

Explanation:
The milestone list is the best answer. A milestone list provides a sequence of indicators about project progress to date and achievements or goals, which are to be achieved. The milestone list is used in project management as an indication of progress through the achievement of a major project accomplishment. It is a project document that is not part of the project management plan. The list contains all the project milestones along with information indicating whether they are mandatory to achieve or not.
Answer option A is incorrect. The scope baseline is a collection of the project scope, the WBS, and the WBS dictionary.
Answer option D is incorrect. The project schedule management plan is not the best answer, as the milestone list is the most direct result.
Answer option C is incorrect. The project charter is not the best answer for identifying the milestones.

NEW QUESTION 123
Holly is the project manager of the NDS project and she is 85 percent complete with her project though she should be 95 percent complete. Her project has a BAC of $9,850,400 and she has spent $8,011,221 to date. What is Holly's schedule variance for this project?

A. $163,626
B. $130,901
C. -$985,040
D. 0.16

Answer: C

Explanation:
The schedule variance for a project can be found by subtracting the planned value from the earned value. In this instance, it would be as follows:
SV = EV - PV
=(0.85*9,850,400) - (0.95*9,850,400)
= 8,372,840 - 9,357,880
=-985,040
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 = Earned Value (EV) - 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 B is incorrect. $130,901 is the cost variance.
Answer option A is incorrect. $163,626 is the variance at completion for this project. Answer option D is incorrect. 0.16 is the difference between the schedule performance index of .84 and a perfect schedule.

NEW QUESTION 125
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

Answer: A

Explanation:
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

NEW QUESTION 126
Don is the project manager of the NQP project for his organization. This project is scheduled to last for 18 months and will have several elements of the project that have government regulations. Management is concerned with the regulations and would like Don to report on the activities that will be affected by the regulations. Which of the following documents should Don refer to, for the information on the activities and the regulations?

A. Risk management plan
B. Activity list
C. Activity list and attributes
D. Risk register

Answer: C

Explanation:
The activity list and the attributes will contain the information about the activities that interact with the government regulations.
Answer option A is incorrect. The risk management plan communicates how the risks will be identified, analyzed, responded to, and monitored.
Answer option D is incorrect. The risk register is a list of all the risk events for the project. Answer option B is incorrect. The activity list is not a detailed enough answer for this question.

NEW QUESTION 130
You're a project manager and you've completed your project schedule. The schedule will take 18 months to complete the project work. Throughout the schedule there are instances that the project work will require the project team members to work more than fifty hours per week. If you must adhere to a maximum of 45 hours of project work per team member, per week, what will likely happen to your project schedule as it stands right now?

A. Nothing, the 45 hours limit is a guideline.
B. The project will take longer to complete.
C. The project will take less time to complete.
D. The project will require more resources.

Answer: B

Explanation:
If a resource leveling heuristic, such as 45 hours maximum per time period, is enforced on the project, then the project schedule will take longer to complete. What is resource leveling heuristics? Resource leveling heuristics is a prioritization method that allocates inadequate resources to critical path activities first. It is a schedule network analysis technique useful to a schedule that has already been analyzed by the critical path method. It is used when shared or critical essential resources are only available at certain times, in limited quantities, or to keep resource usage at a constant level. It is a technique that resolves resource conflicts by delaying tasks within their slack allowances. Resource leveling is the process in which project teams come across problems when developing their project schedules. If a company has multiple projects running simultaneously that require the same resources, then problems can arise. It can often cause the critical path method to change.
Answer option A is incorrect. The 45-hour limit is a restriction on the project.
Answer option C is incorrect. The project will not take less time to complete because the project team members won't be able to complete as much work in the same amount of time.
Answer option D is incorrect. The project may require more resources if the project manager and management want the project to finish by a particular date. In this question, however, the focus is on what will happen to the project schedule, not the project staffing.

NEW QUESTION 134
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 of the following judgmental methods will Jenny use to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

A. Forecast by analogy
B. Technology forecasting
C. Autoregressive moving average
D. Scenario building

Answer: ABD

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.

NEW QUESTION 139
You work as a project manager for BlueWell Inc. You are creating the activity list for the project. The activity list is based on the work packages defined in the project's WBS. Activities provide a basis for all of the following information except for which one?

A. Scope baseline
B. Executing
C. Scheduling
D. Estimates

Answer: A

Explanation:
The project's scope baseline is not derived or provided by the project's activity list. The scope baseline is made of the project's WBS, WBS Dictionary, and the Project Scope Statement. The activity list provides for estimating, scheduling, executing, and monitoring and controlling the project work. The scope baseline is an element of the project management plan. The contents of the scope baseline include the following: Project scope statement: It includes the product scope description and the project deliverables, and defines the product user acceptance criteria. WBS: It defines each deliverable and the decomposition of the deliverables into work packages. WBS dictionary: It contains the detailed description of work and technical documentation for each WBS element.
Answer option D is incorrect. Estimates do provide a basis for creating time and cost estimates.
Answer option B is incorrect. Activities are executed in the project.
Answer option C is incorrect. Activities are scheduled as part of project planning.

NEW QUESTION 140
What project management plan will document the time frame and frequency for the distribution of required information?

A. Scope Management Plan
B. Communications Management Plan
C. Stakeholder Management Plan
D. Schedule Management Plan

Answer: B

Explanation:
The project's Communications Management Plan defines what information will be distributed, when it will be distributed, to whom it will be distributed, and the modality of the information.
Answer option D is incorrect. The Schedule Management Plan defines the project work, when the project work will happen, resource utilization, and how the schedule will be monitored and controlled.
Answer option C is incorrect. There is a stakeholder management strategy, but not a Stakeholder Management Plan.
Answer option A is incorrect. The project's Scope Management Plan defines how the scope
will be created, how the changes will be allowed, how the scope will be executed, monitored and controlled, and finally closed.

NEW QUESTION 141

Holly is the project manager for her organization. Her current project is running late and her project customer has asked Holly to find a method to apply corrective actions to the project schedule. Holly is exploring the concept of crashing the project. Which of the following statements is true about crashing the activities in Holly's project?

A. The activities to be crashed must have additional quality control metrics associated with them.
B. The activities to be crashed cannot be of fixed duration.
C. The activities to be crashed cannot have risks associated with them greater than 0.80.
D. The activities cannot be on the critical path in order to be crashed.

Answer: B

Explanation:

Crashing adds effort to the project activities. Activities that are of fixed duration, for example software testing, would not finish faster with added resources. Crashing is a schedule compression technique to obtain the greatest amount of compression for the least incremental cost. Crashing works for activities where additional resources will shorten the duration. Approving overtime, bringing in additional resources, paying to expedite delivery to activities on the critical path are examples of crashing.
Answer option D is incorrect. Activities on the critical path can be crashed. Answer option C is incorrect. Activities with risks can be crashed.
Answer option A is incorrect. Additional quality control metrics are not necessary just because Holly elects to crash her project.

NEW QUESTION 142

You are the project manager of the NHL Project for your organization. You are working with your project team to create the schedule baseline for this project. According to you, which of the following statements describes how the schedule baseline is created?

A. It is derived from the constraints of the project.
B. It is assigned to the project by management.
C. It is created by the stakeholders.
D. It is developed from the schedule network analysis.

Answer: D

Explanation:

The schedule baseline is a specific version of the project schedule developed from the schedule network analysis. It is built by networking individual work elements and verifying the path or paths with the longest total duration. That path is then compared against the project due date, or it may serve as the determinant of the project end date. Schedule baseline is a project schedule used in measuring project progress. It helps provide a comparison with the actual progress of work against the schedule and to determine if performance to date is within acceptable parameters. Any change caused by change in scope of the project invalidates the original schedule and requires a new baseline schedule.
Answer option A is incorrect. Management may impose constraints on the project, but according to the PMI, the baseline is developed from schedule network analysis.
Answer option B is incorrect. Constraints on the project typically include time, cost, and scope (among others), but the schedule baseline is only concerned with the time limits of the project.
Answer option C is incorrect. Project stakeholders are those entities within or without an organization, which: Sponsor a project or, Have an interest or a gain upon a successful completion of a project. Examples of project stakeholders include the customer, the user group, the project manager, the development team, the testers, etc. Stakeholders are anyone who has an interest in the project. Project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion. They may also exert influence over the project's objectives and outcomes. The project management team must identify the stakeholders, determine their requirements and expectations, and, to the extent possible, manage their influence in relation to the requirements to ensure a successful project.

NEW QUESTION 146

Della works as a project manager for BlueWell Inc. She has asked her assistant Beth to provide activity duration estimate for an activity. Beth provides Della the following estimate chart:

Estimates	Duration (Days)
Pessimistic (TP)	24
Most likely (TM)	28
Optimistic (TO)	36

What will be the activity duration according to the PERT three-point analysis?

A. 19
B. 24
C. 29
D. 46

Answer: C

Explanation:

A three-point estimate records the optimistic, most likely, and the pessimistic duration and then records an average for the predicted duration. Three-point estimate is a way to enhance the accuracy of activity duration estimates. This concept is originated with the Program Evaluation and Review Technique (PERT). PERT charts the following three estimates: Most likely (TM): The duration of activity based on realistic factors such as resources assigned, interruptions, etc. Optimistic (TO): The activity duration based on the best-case scenario Pessimistic (TP): The activity duration based on the worst-case scenario The expected (TE) activity duration is a weighted average of these three estimates: TE = (TO + 4TM + TP) / 6
Duration estimates based on the above equations (sometimes simple average of the three estimates is also used) provide more accuracy.
Here it is,
TE = (24 + 28*4 + 36) / 6
= 272/6
= 29 (approx)
Answer options B, D, and A are incorrect. These are not the valid answers for this question.

NEW QUESTION 151
Which of the following is an output of the Identify Stakeholders process?

A. Scope baseline
B. Project scope statement
C. Project charter
D. Stakeholder register

Answer: D

Explanation:
The Identify Stakeholders process identifies all people or organizations that are impacted by the project. It also documents relevant information regarding their interests, involvement, and impact on project success. Stakeholder register and stakeholder management strategy are outputs of this process.
Answer option C is incorrect. Project charter is one of the inputs of the Identify Stakeholders process.
Answer option A is incorrect. Scope baseline is one of the outputs of the Create Work Breakdown Structure (WBS) process.
Answer option B is incorrect. Project scope statement is one of the outputs of the Define Scope process.

NEW QUESTION 156
You are the project manager of the NHQ Project and are trying to determine which seller
you should choose for the project. You have received proposals from six vendors and they are all very good proposal, qualified to complete the project work, and the prices are close to the same. You would like to create method of ranking each vendor based and assign a score value to several different categories. Because the project is a high-profile project, you have assigned 25 points to experience and 10 points for all of the other categories to judge the vendors. This is considered what type of source selection process?

A. Screening system
B. Preferred vendor list
C. Benefits-cost analysis
D. Weighting system

Answer: D

Explanation:
This is an example of a weighting system as the values you're measuring are weighted towards experience.
Answer option B is incorrect. A preferred vendors list describes the vendors you're allowed to choose from in the organization.
Answer option A is incorrect. A screening system sets qualifiers in place, such as the vendor must have a PMP on staff, in order to qualify for the project.
Answer option C is incorrect. The benefits-cost analysis defines the total number of benefits to the number of costs the project requires.

NEW QUESTION 161
What component of the change management system is responsible for evaluating, testing,
and documenting changes created to the project scope?

A. Scope Verification
B. Configuration Management System
C. Project Management Information System
D. Integrated Change Control

Answer: B

Explanation:
The change management system is comprised of several components that guide the change request through the process. When a change request is made that will affect the project scope. The Configuration Management System evaluates the change request and documents the features and functions of the change on the project scope. What is Configuration Management System? Configuration Management System is a subsystem of the overall project management system. It is a collection of formal documented procedures used to identify and document the functional and physical characteristics of a product, result, service, or component of the project. It also controls any changes to such characteristics, and records and reports each change and its implementation status. It includes the documentation, tracking systems, and defined approval levels necessary for authorizing and controlling changes. Audits are performed as part of configuration management to determine if the requirements have been met.
Answer option D is incorrect. Integrated Change Control, part of the change control system, does not document changes to the features and functions of the project scope. It evaluates the change's impact on eight knowledge areas: scope, time, cost, quality, human resources, communication, risk, and procurement. What is Perform Integrated Change Control? Perform Integrated Change Control is the process of reviewing all change requests, approving changes, and controlling changes to the deliverables and organizational process assets in a project. Perform Integrated Change Control has to do with influencing the things that cause change, determining that the change is required or has happened, and managing the change.
Answer option A is incorrect. Verify scope is a process of formalizing acceptance of the completed project deliverables. It is an inspection- driven process the stakeholders will complete to inspect the project scope deliverables. It is typically performed at the end of the phase and at the end of the project.
Answer option C is incorrect. The Project Management Information System (PMIS) is an information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes. It is used to support all aspects of the project from initiating through closing, and can include both manual and automated systems. It is the parent of the change control process. It is a system that includes all of the change control processes for scope, time, cost, and procurement. Configuration management is part of the PMIS.

NEW QUESTION 162
Paula works as a project manager for her organization. She is working with the project team to define the activity attributes. Which of the following is NOT a valid activity attribute?

A. Activity Name
B. Activity ID
C. Risk event
D. WBS ID

Answer: C

Explanation:
Risk events are not associated with the activity attributes, but are recorded in the project risk register. Risk events are the distinct and particular occurrence that negatively affects a decision or a plan. Activity attributes are an output of the Define Activity process. These attributes refer to the multiple components that frame up an activity. The components for each activity during the early stages of the project are the Activity ID, WBS ID, and Activity name. At the later stages, the activity attributes include Activity codes, Predecessor activity, activity description, logical relationship, successor activity, leads and lags, imposed dates, and constraints and assumptions. Activity attributes are used for schedule development and for ordering, selecting, and sorting the planned schedule activities in a number of ways within reports.

NEW QUESTION 166
Amy works as a project manager for BlueWell Inc. Her organization wants her to create a new warehouse. Which of the following documents will she create to define the business needs, the project justification, and the current requirements?

A. Project scope
B. Feasibility study
C. Project charter
D. Work breakdown structure

Answer: C

Explanation:
The project charter defines the business needs, the project justification, and the current requirements for the new warehouse that an organization wants to create. The project charter is the document that formally authorizes a project. The project charter provides the project manager with the authority to apply organizational resources to project activities. According to PMBOK Guide, the project charter should address the following information: Requirements that satisfy customer, sponsor, and other stakeholder needs, wants and expectations Business needs, high-level project description, or product requirements that the project is undertaken to address Project purpose or justification Assigned Project Manager and authority level Summary milestone schedule Stakeholder influences Functional organizations and their participation Organizational, environmental and external assumptions Organizational, environmental and external constraints Business case justifying the project, including return on investment Summary budget If required, it also authorizes the next project phase, and updates the charter. The project manager should always be assigned prior to the start of planning, and preferably while the project charter is being developed.
Answer option A is incorrect. The decomposition of the project scope results in the project's Work Breakdown Structure (WBS). The work packages of the WBS will help the project manager and team create accurate time and cost estimates.
Answer option B is incorrect. The feasibility study is usually created before the project scope, though not always. This document defines the likelihood of the project being able to reach its objectives.
Answer option D is incorrect. The project scope defines all that the project should complete.

NEW QUESTION 170
You are the project manager for your project. Your project is scheduled to last for one year and you are currently forty percent complete with the project. Based on your current performance measurements you have an SPI of .95 and a cost variance of -$24,000. You need to report this information to the management, but you will also need a solution to
present with the variance information. Which one of the following can you present to the management as a part of the control schedule tools and techniques for variances?

A. Work performance measurements
B. Corrective actions
C. Trim the project scope
D. Causes of variances

Answer: B

Explanation:
The only tool and technique for controlling the schedule is a corrective action. You should always report problems to management, the project customers, or key stakeholders as defined in the Communications Management Plan, but you should also always present a solution to the problem. A corrective action is a change implemented to address a weakness identified in a management system. Normally corrective actions are implemented in response to a customer complaint, abnormal levels of internal nonconformity, nonconformities identified during an internal audit or adverse or unstable trends in product and process monitoring such as would be identified by SPC. It is method of identifying and eliminating the causes of a problem, thus preventing their reappearance. Examples of a corrective action are : Improvements to maintenance schedules Improvements to material handling or storage Answer option C is incorrect. Trimming the project scope, which is a change request, is not a tool and technique for control the scheduling. It is, however, an output of the control schedule process and is sometimes a valid decision if the project is slipping on schedule performance.
Answer option A is incorrect. Work performance measurements are not a tool and technique for controlling the project schedule.
Answer option D is incorrect. The causes of the variance can help you determine the best action to take, but it is not a tool and technique for schedule control.

NEW QUESTION 171
Mark works as a project manager for BlueWell Inc. He is making relevant information available to the project stakeholders as required. According to Mark, which of the following
are NOT the tools and techniques of the Distribute Information process?

A. Communication requirements analysis
B. Information distribution tool
C. Communication method
D. Communication technology

Answer: AD

Explanation:
These tools and techniques are used in the Plan communications process. The tools and techniques used in the Distribute information process are as follows: Communication methods: These methods includes individual and group meetings, computer chats, audio and video conferences and other remote communications methods to distribute information. Information distribution tools: Various information distribution tools can be used to distribute information such as electronic tools, electronic conferencing tools, hard copy document distribution etc.

NEW QUESTION 172

Fred is the project manager of a hotel restoration project. The hotel has 456 rooms. All rooms need to be primed and painted. Before each room can be painted, the primer must cure for twenty-four hours. Fred has arranged these tasks with a finish to start relationship between the priming and the painting. What else should Fred do to account for the twenty- four hours of cure time?

A. Fred should add twenty-four hours of lead time to each of the 456 rooms painting activity to account for the primer's curing time.
B. Fred should add twenty-four hours of lag time to each of the 456 rooms painting activity to account for the primer's curing time.
C. Fred should add an intermediary task with a duration of twenty-four hours.
D. Fred should schedule all 456 hotels rooms to be primed first and then schedule all 456 rooms to be painted to ensure time for the curing.

Answer: B

Explanation:
Fred should add lag time to each painting activity. Since lag time is waiting time, Fred will
have to wait twenty-four hours after the priming is finished before he can start painting. What is a lag? A lag directs a delay in the successor activity. Lags require the dependent activity to have added either to the start date or to the finish date of the activity. For example, in a project of making radio-controlled airplanes, after applying glue and pasting stickers, it requires twenty-four hours to dry the glue. Any activity can be started after that only. This period, of twenty-four hours, is a lag.
Answer option C is incorrect. There is no reason to add an intermediary task as waiting. Adding lag time is the most appropriate as there are fewer activities to manage.
Answer option D is incorrect. Priming all of the room first and then painting all of the rooms would cause Fred to readjust the entire sequencing of activities. In addition, we do not know the reason why Fred has scheduled all the rooms to be primed and then painted. There may be successor activities in the project that need to enter each room, such as carpeting, as soon as a room has been painted. If that were the case the additional activities would have to wait for all of the priming to be completed and then the sequential rooms to be painted before they could start.
Answer option A is incorrect. Lead time actually moves activities closer together rather than farther apart. Lead time would cause the painting and priming activities to overlap, something that Fred does not want to happen. What is a lead? A lead allows an acceleration of the successor activity. It works just the opposite of lag. For example, in a software application project, before designing is fully completed for first phase, a program development group can start this phase programming. This overlapping of timing is a lead.

NEW QUESTION 174
You are the project manager of the NGG Project. This project will be using a new material that the project team has never worked with before. You'd like to use some preventive action to ensure that the installation of the new materials is successful in the project. Which one of the following project actions is an example of the best preventive action for this project?

A. Hire a subject matter expert to train the project team how to install the materials.
B. Purchase additional materials so in case the team wastes materials during their installation.
C. Hire a subject matter expert to install the new materials.
D. Create incentive by rewarding the project team if they don't waste the materials.

Answer: A

Explanation:
In order to ensure that the installation of the new materials is successful in the project, you should hire a subject matter expert to train the project team how to install the materials. This is the best preventive action that you can take in case the project team has never worked on the material.
Answer option C is incorrect as while this approach may work it's not the best corrective action as the project team isn't learning how to use the new materials.
Answer option B is incorrect as this approach practically encourages the team to waste materials without training them how to install the materials properly.
Answer option D is incorrect as the incentive program is flawed if the team doesn't understand how to install the new materials to begin with.

NEW QUESTION 175
You are the project manager of the QAQ Project. The QAQ Project has a BAC of
$2,786,121. You are currently 20 percent complete with this project, though you should be 25 percent complete with the project work. The project has consumed $595,000 of the
project budget to date. Management has asked you, based on the current project performance, what the project's estimate to complete will be considering the current project schedule variance. What is the ETC for this project?

A. $2,975,000
B. 1.02
C. $139,306
D. $2,380,000

Answer: D

Explanation:
The estimate to complete wants to know how much more money the project will need to complete its objectives. The estimate to complete (ETC) is the expected cost needed to complete all the remaining work for a scheduled activity, a group of activities, or the project. ETC helps project managers predict what the final cost of the project will be upon completion. The formula for the ETC is EAC- AC. The EAC is BAC/CPI.
Answer option A is incorrect. This is the estimate at completion based on the current project performance.
Answer option C is incorrect. This is the current schedule variance based.
Answer option B is incorrect. 1.02 is the to-complete performance index based on the BAC.

NEW QUESTION 179
You are the project manager of the HGH Project. Thomas, your project sponsor, asked you to submit status reports every week, but now he wants you to submit the status reports every other week. What project management plan would you need to update to reflect this change from Thomas?

A. Scope management plan
B. Performance management plan
C. Communications management plan
D. Project management plan

Answer: C

Explanation:

The communications management plan needs to be updated whenever there is a change in the frequency, type, or audience of communication. The communication management plan is a document that contains information that is required by the stakeholders. It also documents when and how the information should be distributed. It describes the information delivery needs, its format and level of detail. The communication management plan is contained in or is a subsidiary of the project management plan.
Answer option D is incorrect. The project management plan is a collection of subsidiary plans, including the communications management plan.
Answer option A is incorrect. The scope of the project is not being changed in this example, so there is no need to update the plan.
Answer option B is incorrect. There is no plan by the name of performance management plan, so this choice is incorrect.

NEW QUESTION 182
You are the project manager for your organization. You and the project team are developing the project schedule for your current project. This project management process will create four outputs. Which of the following is an output of the Develop Schedule process?

A. Work performance information
B. Schedule baseline
C. Resource calendars
D. Activity duration estimates

Answer: B

Explanation:
The schedule baseline is the only output of the develop schedule process among these answers. The three other outputs of the Develop Schedule Process are: project schedule, schedule data, and project document updates.
Answer option D is incorrect. Activity duration estimates are an output of the Estimate Activity Duration process.
Answer option A is incorrect. Work performance information is an input of the Control Schedule process.
Answer option C is incorrect. Resource calendars are an input to the Develop Schedule process.

NEW QUESTION 184
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:
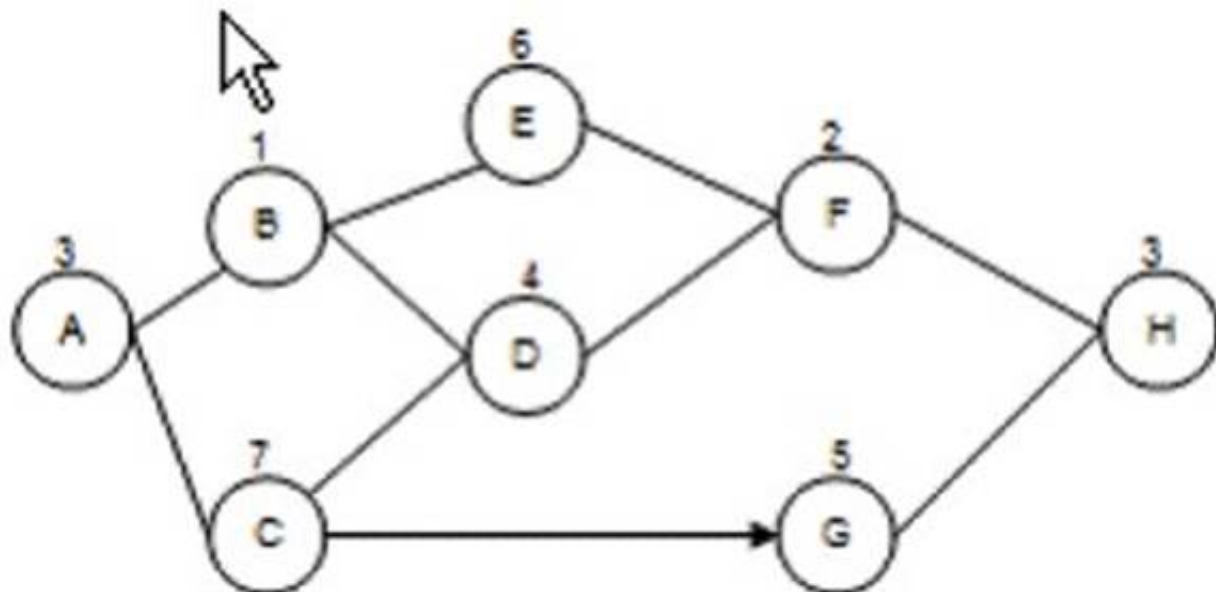
If Stephen's assignment is Activity B, what impact will his two days of lateness have on the project end date?

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.

Answer: B

NEW QUESTION 188
You are the project manager of the NHQ project. This project is slightly larger than the TR project, in which you also served as the project manager. You decide to use the actual activity duration of the GTR project as a basis for your current NHQ project. This, you reason, will save time for your project, as the previous project has provided the information. Which one of the following terms best describes the action you are doing in this scenario?

A. You are creating an analogous estimate.
B. You are creating a bottom-up estimate.
C. You are relying on expert judgment.
D. You are creating a rough order of magnitude estimate.

Answer: A

Explanation:
This is an example of analogous estimate as you are creating an analogy between two similar projects. This estimating approach is also known as a top-down estimate type, and is somewhat unreliable.
Answer option C is incorrect. Expert judgment relies on experts, consultants, or subject matter experts to guide your project decisions. An analogous estimate is a form of expert judgment, but this is not the best choice for this question.
Answer option B is incorrect. A bottom-up estimate creates an activity duration estimate for each work package in the WBS. It is the longest estimate type to create, but it also the most reliable.
Answer option D is incorrect. A rough order of magnitude estimate is a quick estimate, usually for project costs, that often has a broad range of variance attached to the estimate.

NEW QUESTION 192

Examine the figure given below:
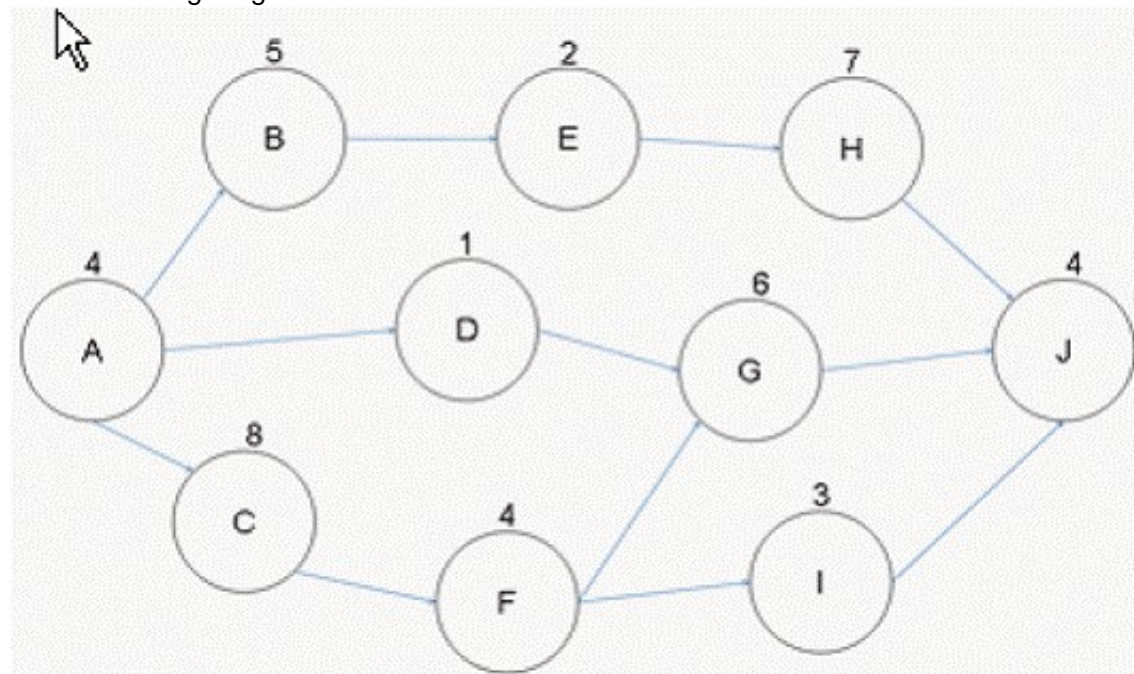
You are the project manager of this project. Tom, a project team member, reports that Activity D will be delayed by 12 days due to the unavailability of the resources from the vendor. What will this delay do to your project completion, if you allow the delay to enter into the project?

A. The project will be one day late.
B. The float for activity D will be consumed.
C. The project can still finish on time.
D. The project will be seven days late.

Answer: A

Explanation:
The project will be just one day late due to this delay. The path ADGJ takes a total of 15 days. If Activity D takes a total of 13 days (i.e. 12 + 1), then the path will now take 27 days to complete. This causes the critical path to shift to ADGJ and the project will end on day 27 rather than day 26.
Answer options D, B, and C are incorrect. These are not the valid answers, as the project will now take 27 days to complete, rather than 26.

NEW QUESTION 195
Which of the following are the outputs to the Determine Budget process? Each correct
answer represents a complete solution. Choose all that apply.

A. Project document updates
B. Scope baseline
C. Cost performance baseline
D. Project funding requirements

Answer: ACD

Explanation:
The outputs to the determine budget process are as follows: Cost performance baseline: The cost performance baseline is an authorized time-phased budget at completion. Project funding requirements: The project funding requirements are determined from total funding requirements and periodic funding requirements. Project document updates: The project document updates consists of risk register, cost estimates and project schedule.
Answer option B is incorrect. Scope baseline is an input to the determine budget process.

NEW QUESTION 197
You are the project manager of the NAA Project for your organization. You are exploring the possibility of fast tracking in your project. Which of the following statements is most accurate about fast tracking the project?

A. Fast tracking only works if activities can be overlapped to shorten duration.
B. Fast tracking only works if the activities are effort-driven.
C. Fast tracking only works if the activities are resource-driven.
D. Fast tracking only works if activities can have start-to-start relationships.

Answer: A

Explanation:
Fast tracking is only valid if the activities or phases can be overlapped. Some activities or phases cannot be overlapped due to mandatory dependencies in the project. In other words, the work must be completed in a particular given order. Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope.
Answer option C is incorrect. This is not a valid description of fast tracking.
Answer option B is incorrect. Effort-driven or activities of fixed duration can be fast tracked. Answer option D is incorrect. The relationships among the activities do not have to be start-to-start to be fast tracked.

NEW QUESTION 202
Beth is the project manager of the KJH project. Sarah is Beth's administrative assistant and Ben is the project team leader. Beth's project has eight virtual teams throughout the world that will be working on the activities relevant to the deliverables in their locales. Thomas, the project sponsor, has told Beth that he is to be kept abreast of all communication between her project and the stakeholders. In this project, who is the lead person responsible for communication with all stakeholders?

A. Thomas
B. Sarah

C. Each of the team leaders for the eight virtual teams
D. Beth

Answer: D

Explanation:
Beth, the project manager, is responsible for communication with all stakeholders. According to the PMBOK, the project manager occupies the center of the interactions between stakeholders and the project itself.
Answer option B is incorrect. Sarah may help with the communications, but she is not responsible for the communications.
Answer option A is incorrect. Thomas, the project sponsor, just needs to be kept abreast of the information.
Answer option C is incorrect. The project team leaders for the virtual sites are not responsible for communicating with the project stakeholders.

NEW QUESTION 203
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?

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.

NEW QUESTION 206
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?

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.

NEW QUESTION 208
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