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Topic Break Down

Topic	No. of Questions
Topic 1, Schedule Strategy	6
Topic 2, Schedule Planning and Development	150
Topic 3, Schedule Monitoring and Controlling	137
Topic 4, Schedule Closeout	4
Topic 5, Stakeholder Communications Management	48
Topic 6, Mix Questions	37
Total	382

QUESTION NO: 1

Alicia works as a project manager for NacTec project. She is undergoing the project monitoring phase in her project. Which of the following will she choose to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

A. Reports

B. Meetings

C. Diaries

D. Future planning

ANSWER: A B C

Explanation:

Reports, Meetings, and Diaries are appropriate mechanisms for project monitoring because they create, communicate, and preserve the information needed to assess current performance and identify emerging concerns. Reports provide a regular, standardized means of communicating progress, schedule status, completed work, forecasts, risks, issues, and exceptions. This information enables the project manager and stakeholders to compare actual results with the plan and make timely decisions.

Meetings support monitoring by allowing the team and relevant stakeholders to review status information together, clarify variances, coordinate dependencies, resolve issues, and agree on follow-up actions. Regular status, schedule, and risk-review meetings are particularly useful where work is interdependent or corrective action is needed.

Diaries provide a contemporaneous record of events, observations, decisions, informal discussions, and conditions affecting the work. Maintaining such records helps the project manager recognize patterns, substantiate reported status, and retain context that may be important when reviewing trends or addressing issues. Together, these methods support the monitoring and controlling focus on measuring work, communicating performance information, and taking action based on observed results. PMI describes these principles within its standards framework; see the PMBOK® Guide and Standards and PMI's Practice Standard for Scheduling.

QUESTION NO: 2 - (SIMULATION)

SIMULATION

Fill in the blank with an appropriate phrase. The _____is defined in terms of either the product or the type of customer or industry sector.

ANSWER: See the explanation for the answer

Explanation:

Answer: Application area

The **application area** is defined in terms of either the product, the type of customer, or the industry sector. Examples include construction, information technology, healthcare, and financial services.

QUESTION NO: 3

Which of the following characteristics of conflict and the conflict management process should be recognized by the project managers while handling conflict in a team environment? Each correct answer represents a complete solution. Choose all that apply.

A. Conflict resolution should focus on issues, not personalities.

B. Conflict is natural and forces a search for alternatives.

C. Openness resolves conflict.

D. Conflict is an individual issue.

ANSWER: A B C

Explanation:

Project managers should recognize that conflict is an expected aspect of project work, particularly where people with different expertise, priorities, assumptions, and resource needs collaborate. “Conflict is natural and forces a search for alternatives” is correct because constructive disagreement can surface constraints and competing viewpoints, enabling the team to identify better solutions rather than simply accepting the first proposed approach.

“Openness resolves conflict” is correct because candid, respectful communication makes underlying interests, facts, and assumptions visible. This supports timely clarification and shared problem-solving. The project manager should foster an environment in which team members can raise concerns safely and address them directly.

“Conflict resolution should focus on issues, not personalities” is correct because the goal is to resolve a work-related problem while preserving productive professional relationships. Framing discussion around requirements, schedule impacts, risks, decisions, and evidence helps the team collaborate on an actionable resolution. PMI’s project-management guidance emphasizes the importance of interpersonal and team skills, including managing conflict, in leading project teams. See PMI’s PMBOK® Guide and Standards and its conflict management guidance for project teams.

QUESTION NO: 4

Tom works as the project manager for BlueWell Inc. He spends the majority of his time communicating with team members and the project stakeholders. Various communication skills are involved in the communication processes. Which communication skills are involved in this process? Each correct answer represents a part of the solution. Choose all that apply.

A. Internal and External

B. Vertical and Horizontal

C. Confronting and problem solving

D. Formal and Informal

ANSWER: A B D

Explanation:

“Internal and External,” “Vertical and Horizontal,” and “Formal and Informal

” correctly identify important dimensions of project communications. A project manager communicates internally with the project team and organizational functions, while external communications address customers, suppliers, regulators, and other stakeholders outside the performing organization. Recognizing this distinction helps ensure that messages are tailored to the appropriate audience and that required organizational communication channels are followed.

Communications also travel vertically, such as status escalation to sponsors and direction from leadership, and horizontally among peers, functional managers, and project team members. Managing both flows supports timely decisions, coordination, and issue escalation. Formal communications include approved reports, meeting minutes, and documented notices; informal communications include ad hoc conversations and quick working discussions. Both forms are necessary to keep stakeholders informed and enable day-to-day collaboration. PMI’s communication-management guidance emphasizes selecting communication approaches, methods, and channels based on stakeholder needs and the nature of the information. See PMI’s overview of project communications management and its PMBOK® Guide standards resources.

QUESTION NO: 5

A project team is considering schedule contingency for a project with significant uncertainty in permitting and material delivery. Which of the following practices support effective schedule contingency management? Each correct answer represents a complete solution. Choose all that apply.

A. Identify the risks addressed by the contingency

B. Define authority for contingency use

C. Monitor contingency consumption

D. Add arbitrary padding to every activity duration

E. Remove schedule logic before calculating contingency

ANSWER: A B C

Explanation:

Identifying the risks that schedule contingency is intended to address is correct because contingency should be related to known uncertainty rather than hidden indiscriminately within individual activity durations. The team should document the assumptions, risks, and conditions associated with the contingency so that its use can be understood and managed.

Establishing governance for use of contingency is also correct. The project should define who may authorize consumption of contingency and how the effect will be reported. Monitoring contingency consumption is necessary because rapid depletion may signal that the remaining schedule exposure exceeds available protection. Adding arbitrary padding to every activity is not an effective contingency practice because it obscures risk exposure, can encourage Parkinson's Law, and makes schedule analysis less transparent. See PMI's PMBOK® Guide and Standards and the PMI scheduling practice guidance.

QUESTION NO: 6

John works as a Project Manager for Blue Well Inc. He is measuring cost efficiency of his project. The key values are provided in the table below:

Measurements	Values
BCWP (or EV)	425
BCWS (or PV)	400
ACWP (or AC)	510

What is the cost performance index (CPI) of the project at the current point of time?

A. 0.96

B. 1.082

C. 0.833

D. 1.0625

ANSWER: C

Explanation:

The correct cost performance index is **0.833**. Cost Performance Index (CPI) is the earned value management measure of cost efficiency: it compares the budgeted value of work actually completed with the actual cost incurred to complete that work. The formula is CPI = Earned Value (EV) ÷ Actual Cost (AC). From the values in the table, earned value is 425 and actual cost is 510. Therefore, CPI = 425 ÷ 510 = 0.8333, which rounds to 0.833. A CPI below 1.00 indicates that the project is receiving less than one unit of budgeted value for each unit of cost spent at the current status date. In practical terms, the completed work has cost more than its planned budgeted value, so the project is currently experiencing cost inefficiency. CPI is a core earned value metric used to assess current cost performance and to support forecasting, including estimates of

likely final project cost when current performance trends continue. PMI's earned value management resources describe CPI as a ratio of EV to AC and position it as an important indicator for evaluating project cost performance. See PMI's Earned Value Management practice guidance and the PMI Lexicon of Project Management Terms.

QUESTION NO: 7 - (SIMULATION)

SIMULATION

Fill in the blank with the appropriate word. ____ management sets the boundaries for the project and is the foundation on which the other project elements are built.

ANSWER: See the explanation for the answer

Explanation:

Answer: Scope

Scope management establishes the project boundaries and provides the basis for defining the work, deliverables, requirements, and exclusions. It controls what is—and is not—included in the project.

QUESTION NO: 8

Which of the following individuals performs various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement?

A. Seller

B. Operations manager

C. Functional manager

D. Project manager

ANSWER: C

Explanation:

Functional manager is correct because this role has management authority for a defined organizational function, department, or business area, including areas such as human resources, finance, accounting, and procurement. Functional managers are responsible for directing ongoing operational work in their specialty, managing the people assigned to that function, setting priorities, allocating departmental resources, and maintaining the capability needed to support the organization's work. Their authority is generally enduring rather than limited to a single temporary project.

In a project environment, a functional manager may provide skilled personnel, subject-matter expertise, and functional resources to projects while retaining responsibility for staff development, performance management, and the department's continuing work. The precise division of authority between functional and project leadership can vary by organizational structure, particularly in matrix organizations, but functional responsibility remains centered on the specialized business area. PMI describes functional managers as individuals who manage a business unit or function and may supply resources to projects. See PMI's overview of organizational structures and project roles at PMI: Organizational Structures and Project Management and the role definition in PMI's PMBOK Guide resources.

QUESTION NO: 9

Which of the following are typically included in a schedule management plan? Each correct answer represents a complete solution. Choose all that apply.

A. Scheduling methodology

B. Schedule-control thresholds

C. Rules for measuring progress

D. Approved vendor invoices

ANSWER: A B C

Explanation:

The schedule management plan establishes how the project schedule will be developed, maintained, and controlled. **Scheduling methodology** is correct because the plan identifies the method, rules, and scheduling tool used to develop the schedule model. **Schedule-control thresholds** are correct because the plan identifies the level of schedule variance that requires action, escalation, or formal reporting. **Rules for measuring progress** are also correct because progress measurement must be defined consistently before actual work can be compared with the schedule baseline.

The schedule management plan is a component of the project management plan. It provides the governance framework for schedule activities, including units of measure, reporting formats, update frequency, and procedures for managing changes. See PMI's PMBOK® Guide and Standards and the PMI Lexicon.

QUESTION NO: 10

Billy is the project manager of the PQW Project and she has an assigned project budget of $655,000. Currently she is 80 percent complete with the project though she was scheduled to be 100 percent done by this date. She has spent $490,000 to date and other than the project schedule, which was delayed because of a vendor, the project is going well. What should Billy report as her schedule performance index for this project?

A. 1.23

B. 100 percent because the vendor caused her lateness

C. .80

D. $524,000

ANSWER: C

Explanation:

.80 is the correct schedule performance index (SPI). PMI earned value management measures schedule efficiency by dividing earned value (EV) by planned value (PV): SPI = EV / PV. Earned value represents the budgeted value of work actually completed. Because the project is 80 percent complete, its earned value is 80 percent of the total budget at completion: 0.80 × $655,000 = $524,000. Planned value is the budgeted value of work that was scheduled to be completed by the status date. Since the plan called for 100 percent completion, planned value is 100 percent of $655,000, or $655,000. Therefore, SPI = $524,000 / $655,000 = 0.80.

An SPI below 1.00 indicates that the project has completed less work than planned by the reporting date and is behind schedule from an earned-value perspective. The actual amount spent to date is used to assess cost performance, not to calculate SPI. Similarly, the reason for the delay may be important for issue management, schedule recovery planning, and communications, but it does not alter the SPI calculation. PMI defines earned value terminology in its PMI Lexicon of Project Management Terms; PMI also provides earned-value management guidance in its Earned Value Project Management resource.

QUESTION NO: 11

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: A D

Explanation:

The 45-hour weekly cap is a **Constraint** because management has imposed a limiting condition on how the project may be scheduled. Specifically, it restricts the availability and use of project-team resources, even where the team is willing to work additional hours. The schedule model must be developed and controlled within that approved resource-availability boundary.

It is also appropriately described as a **Resource leveling heuristic**. Resource leveling is a scheduling technique used when resource limits or availability prevent planned work from being performed as originally scheduled. In this case, applying the 45-hour-per-week limit may require delaying, splitting, or resequencing activities so the assigned people do not exceed their available capacity. Since the total planned effort still must be performed, this resource-driven adjustment can extend activity dates and potentially the overall project duration. PMI recognizes resource leveling as a schedule-modeling technique that adjusts activities in response to resource constraints and availability. See PMI's overview of scheduling practice at PMI Practice Standard for Scheduling and its discussion of resource optimization in PMI: Resource Leveling in Project Scheduling.

QUESTION NO: 12

You are the project manager of the NHQ Project. Management has told you that resource leveling will be enforced on your project, but they still want you to complete the project by July 2. With the current resources you have and the resource leveling imposed, you would not be able to finish by the constraint. What document should you update to address this situation?

A. Project activity resource requirements

B. Project schedule management plan

C. Project scope

D. Project charter

ANSWER: A

Explanation:

Project activity resource requirements is correct because it documents the types and quantities of resources needed for each scheduled activity. Resource leveling is applied when resource availability is limited or when assignments exceed available capacity. It can delay activities and may extend the overall project duration, including the critical path. In this situation, the imposed leveling constraint combined with the required July 2 completion date identifies a capacity gap: the current resource requirements and available resources cannot support the required finish date.

The project manager should revisit and update the activity-level resource requirements to determine the additional or different resources needed to complete the affected activities while preserving the required completion date. This can include identifying needed quantities, skill sets, equipment, materials, or timing of resource availability. Those updated requirements provide the basis for requesting, acquiring, or reallocating resources and for reanalyzing the schedule under the required constraints. PMI describes resource leveling as a resource-optimization technique that may affect the critical path and project completion date, while activity resource requirements specify the resources required to perform project work. See PMI's PMBOK® Guide and Standards and the PMI Scheduling Professional (PMI-SP) certification overview.

QUESTION NO: 13

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

A. -$48,654

B. 13 percent

C. -$225,000

D. 0.98

ANSWER: C

Explanation:

-$225,000 is the project's schedule variance. In earned value management, schedule variance measures the difference between the value of work actually accomplished and the value of work that was planned to be accomplished by the status date. The formula is SV = EV − PV. First, earned value is calculated from the actual completion percentage: 45% of the $4,500,000 budget at completion equals $2,025,000. Next, planned value is based on the scheduled milestone position: the project should be 50% complete, so PV is 50% of $4,500,000, or $2,250,000. Applying the schedule variance formula gives $2,025,000 − $2,250,000 = −$225,000. The negative result indicates that, expressed in budgeted cost terms, less work has been completed than was planned by this point in the schedule. Actual cost is useful for cost-performance measures, but it is not used in the schedule variance calculation. PMI defines earned value management terminology, including planned value and earned value, in its online lexicon. See also PMI's overview of earned value project management.

QUESTION NO: 14

Tom works as the project manager for BlueWell Inc. He is working with his project to ensure timely and appropriate generation, retrieval, distribution, collection, storage, and ultimate disposition of project information. What is the process in which Tom is working?

A. Work performance measurement

B. Stakeholder expectation management

C. Project communication management

D. Stakeholder analysis

ANSWER: C

Explanation:

Project communication management is correct because the activities described are the classic PMI definition of Project Communications Management: ensuring the timely and appropriate creation or generation, collection, distribution, storage, retrieval, and final disposition of project information. This work establishes and maintains the information flow needed for stakeholders and project team members to receive usable information when they need it, through appropriate channels and repositories.

In the terminology used by earlier editions of PMI's PMBOK® Guide, Project Communications Management was a knowledge area encompassing the processes that connected people with project information. The question's wording closely tracks that historical definition, including the explicit reference to the ultimate disposition of information. In current PMI practice, communication management remains essential to tailoring how project information is created, shared, retained, accessed, and governed throughout the project life cycle. It supports informed decisions, coordinated execution, transparent reporting, and reliable records management.

PMI describes communications as a core project-management performance area and provides the current standards framework through its PMBOK® Guide and Standards. PMI's overview of effective project communications also emphasizes the disciplined management of information exchanges among project participants.

QUESTION NO: 15

You work as the project manager for BlueWell Inc. You are reviewing and regulating the progress to meet the performance objectives defined in the project management plan. Mark, a trainee, has a doubt related to the inputs of monitor and control project work. Which of the following is the input to monitor and control project work?

A. Project document updates

B. Expert judgment

C. Performance report

D. Project management plan updates

E. Work performance information

ANSWER: E

Explanation:

Work performance information is the correct input to Monitor and Control Project Work under the current PMI process framework. It is the analyzed and contextualized performance data produced through control activities, such as comparisons of actual results with the schedule, cost, scope, quality, resource, risk, and stakeholder-management baselines. The project manager uses this information to assess overall project health, determine whether work is proceeding as planned, identify trends or variances requiring attention, and decide whether corrective action, preventive action, or a change request is needed. This makes it a direct and essential input for monitoring the integrated status of the project against the approved project management plan and performance objectives. PMI distinguishes this information from work performance reports: reports are communications created from work performance information for distribution to stakeholders. Terminology and process guidance should be interpreted using the PMI standards applicable to the examination version, as PMI evolves its standards while retaining the core need to evaluate reliable performance information when controlling project work. See PMI's PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 16

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 correct to-complete performance index is 1.07. TCPI measures the cost efficiency that must be achieved on all remaining work in order to finish at a specified cost target. Because the question asks whether the project can complete within its current approved budget, the appropriate target is the budget at completion (BAC). The BAC is $750,000. With actual physical progress of 75%, earned value is 75% × $750,000, or $562,500. The remaining budgeted value of work is therefore $187,500 ($750,000 − $562,500). Actual costs to date are $575,000, leaving $175,000 of the BAC unspent ($750,000 − $575,000). Applying the BAC-based TCPI formula, (BAC − EV) ÷ (BAC − AC), gives $187,500 ÷ $175,000 = 1.0714, rounded to 1.07. This means the remaining work must be performed with a cost efficiency of about 1.07, meaning $1.07 of budgeted value must be earned for every $1.00 spent. PMI's earned value management terminology recognizes TCPI as an indicator of the future cost performance required to meet the cost objective. See the PMI Lexicon of Project Management Terms and PMI's earned value management overview.

QUESTION NO: 17

A scheduler is documenting dependencies between activities in a schedule model. Which of the following are examples of external dependencies? Each correct answer represents a complete solution. Choose all that apply.

A. Receiving a regulatory permit before beginning construction

B. A supplier delivering switchgear before installation can begin

C. A utility completing an electrical tie-in before commissioning

D. Completing foundation work before erecting structural steel

ANSWER: A B C

Explanation:

Receiving a regulatory permit before beginning construction is an external dependency because the permitting authority is outside the project organization and controls the required approval. **A supplier delivering switchgear before installation can begin** is also an external dependency because the supplier's performance is outside the direct control of the project team. **A utility completing an electrical tie-in before commissioning** is correct for the same reason: the project depends on work performed by an external organization.

External dependencies involve a relationship between project activities and work or decisions outside the project. They should be identified and monitored because they can introduce schedule risk and may require coordination, contractual controls, or contingency planning. See the PMI Lexicon of Project Management Terms and PMI's PMBOK® Guide and Standards.

QUESTION NO: 18

You are the project manager of the NHQ Project. You have 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 D is delayed by two days?

A. One

B. Five

C. Four

D. Zero

ANSWER: D

Explanation:

Zero is correct because the affected path originally requires 21 days and has six days of available time before it reaches the project's required completion at day 27. The four-day delay to Activity B and the two-day delay to Activity D are cumulative on that same path, increasing its duration by six days. Its revised duration is therefore 27 days. Since the path now finishes exactly on the project finish date, no remaining total float is available for Activity H. Any further delay to Activity H would move the path beyond day 27 and delay the overall project completion. In critical path method scheduling, total float represents the amount an activity can be delayed without delaying the project finish date or violating a schedule constraint. It is determined from the difference between the relevant early and late schedule dates after considering the logic network and project completion requirement. This calculation also illustrates why schedule impacts must be assessed cumulatively along each affected path rather than treating delays as independent. PMI describes critical path method and schedule-network analysis as core techniques for developing and controlling a project schedule; see the PMBOK® Guide and Standards and PMI's Lexicon of Project Management Terms.

QUESTION NO: 19

A project team is preparing the basis of estimates for activity-duration estimates in a detailed schedule. Which of the following information should be documented in the basis of estimates? Each correct answer represents a complete solution. Choose all that apply.

A. Assumptions and constraints

B. Range of possible estimates

C. Confidence level of the final estimate

D. Actual start dates for completed activities

E. Approved change requests from project closure

ANSWER: A B C

Explanation:

Assumptions and constraints are appropriate items for the basis of estimates because duration estimates depend on stated conditions, such as expected productivity, access to the work area, availability of skilled labor, or imposed completion limitations. Recording these conditions allows reviewers to understand the basis on which the estimate was developed and to identify when an estimate should be revisited.

The range of possible estimates is also appropriate because it communicates uncertainty in the duration estimate, particularly when three-point estimating or other uncertainty-based techniques are used. The confidence level of the final estimate may also be documented when it is relevant to the estimating approach and decision-making process. Actual start dates are performance data recorded after execution begins; they are not part of the original basis used to develop a duration estimate. See the PMI Lexicon of Project Management Terms and PMI scheduling practice guidance.

QUESTION NO: 20

You are the project manager of a project that has a budget of $875,000 and you have completed 40 percent of the project work. Due to some errors, however, you have actually spent $425,000 of the budget. Management wants to know what the project's cost performance index is. What value do you report?

A. -$75,000

B. $350,000

C. .82

D. -$187,500

ANSWER: C

Explanation:

The correct value is **.82**. Cost Performance Index (CPI) measures the cost efficiency of work performed and is calculated as earned value divided by actual cost: CPI = EV / AC. The project’s budget at completion is $875,000, and 40 percent of the planned work has been completed. Therefore, the earned value is 40 percent of $875,000, or $350,000. Actual cost is the amount actually spent to accomplish that work, which is $425,000. Dividing $350,000 by $425,000 produces 0.8235, which rounds to .82. A CPI below 1.00 means that each dollar spent is producing less than one dollar of budgeted value; specifically, this project is earning about $0.82 of planned value for every $1.00 spent. PMI’s earned value management approach uses CPI as a core performance measure for assessing cost efficiency and informing forecasts of future cost performance. See PMI’s overview of earned value project management and the U.S. Department of Energy’s Earned Value Management System guidance.

QUESTION NO: 21

Samuel works as a project manager in Bluewell Inc. He is performing constructability analysis in one of the initial planning phases. Which of these does constructability take into account during analysis? Each correct answer represents a complete solution. Choose three.

A. Quality inspections and compliance

B. Location, logistics, and resource availability analysis

C. Labor productivity studies from previous similar projects in the area

D. The average price of general labor in the area

ANSWER: B C D

Explanation:

Constructability analysis considers practical conditions that affect whether a design can be built efficiently, safely, and economically. “Location, logistics, and resource availability analysis” is correct because site access, transportation routes, staging space, local infrastructure, material supply, and availability of qualified resources directly influence construction methods, sequencing, durations, and schedule feasibility. “Labor productivity studies from previous similar projects in the area” is also correct because historical local productivity information supports realistic activity-duration estimates and helps the team account for regional working conditions, workforce capabilities, and lessons learned. “The average price of general labor in the area” is appropriately included because local labor-market conditions influence the cost and practicality of planned construction approaches; constructability seeks solutions that can be executed effectively within project constraints. Early analysis of these factors allows the project team to integrate buildable methods into design and planning, identify schedule risks, and select alternatives that reduce rework, cost, and time. PMI describes progressive planning and schedule development as using available project information, including resource assumptions and constraints, to produce feasible work and duration estimates. Construction-industry constructability guidance likewise emphasizes applying construction knowledge early so that site conditions, resources, and execution methods inform project decisions. See PMI’s PMBOK® Guide resources and the Construction Industry Institute.

QUESTION NO: 22

You are the project manager for your organization. You are discussing an upcoming project with management and they would like you to begin decomposing the project work packages into activities as soon as possible. You have explained to the management that you would like to involve your project team before the decomposition of the work packages begins. Why would you want your project team to involve in this activity?

A. To understand the exact type of work the project team will be completing

B. To help the activity go faster

C. To get better and more accurate results through the decomposition

D. To create assignments for the project team as the activities are discussed

ANSWER: C

Explanation:

To get better and more accurate results through the decomposition is correct because the people who will perform the work, along with relevant subject-matter experts, have the most practical knowledge of the effort, methods, constraints, handoffs, and technical detail needed to produce each work-package deliverable. PMI’s Define Activities process breaks work packages into the specific activities required to create those deliverables. Involving the team in this decomposition improves the completeness and precision of the activity list by identifying work that might otherwise be missed and by ensuring that activities are described at a level suitable for estimating, sequencing, resourcing, and controlling the schedule. This is also consistent with rolling-wave planning: near-term work can be planned in greater detail when the appropriate expertise is available, while future work may remain at a higher level until more information is known. Team participation is therefore valuable primarily for the quality and accuracy of schedule planning information, not merely for administrative assignment decisions. PMI describes the scheduling domain and the professional practices supporting reliable schedule development at PMI Scheduling Professional (PMI-SP). Additional PMI guidance on work breakdown structures and decomposing deliverables is available at Work Breakdown Structure: Project Planning.

QUESTION NO: 23

A scheduler is performing a monthly schedule update. Which of the following actions are appropriate for maintaining a credible current schedule? Each correct answer represents a complete solution. Choose all that apply.

A. Record actual start and finish dates

B. Update remaining durations for incomplete activities

C. Review valid changes to calendars and resource availability

D. Replace missed baseline dates with current forecast dates

E. Delete completed activities from the schedule model

ANSWER: A B C

Explanation:

Recording actual start and finish dates for completed work is correct because actual performance data replaces planned dates for work that has occurred. Updating remaining durations for incomplete activities is also correct when the responsible team members provide a current assessment of the work still required. These updates allow the schedule model to calculate a realistic forecast based on actual progress and remaining work.

Reviewing changes to logic, constraints, calendars, and resource availability is appropriate when such changes have occurred and are authorized or otherwise valid planning information. The scheduler should maintain traceability for significant updates. Replacing missed baseline dates with current forecast dates is not appropriate because the approved baseline must be preserved for performance measurement. A baseline can be revised only through formal change control. See PMI scheduling practice guidance and the PMI Lexicon of Project Management Terms.

QUESTION NO: 24

You work as a project manager for Honeywell Inc. You have been distributing performance information, including status reports, progress measurement, and forecasts to various stakeholders. A trainee of this company wants to know what are the inputs for generating performance reports. Which of the following are the necessary inputs? Each correct answer represents a part of the solution. Choose two.

A. Variance analysis

B. WPM

C. WPI

D. Change request

ANSWER: B C

Explanation:

Work performance measurements and work performance information are the required inputs for performance reporting under the PMBOK® Guide process terminology reflected in this question. Work performance information is the raw, organized information about project execution and progress, such as activity status, deliverable status, incurred costs, and actual start or finish dates. It provides the current factual basis for communicating what has occurred on the project.

Work performance measurements are the evaluated results produced by comparing actual performance with the relevant baselines and planned values. They express the project's performance position in usable management terms, including scope, schedule, and cost performance measures. Reporting uses these measurements together with work performance information to communicate status, trends, progress, and forecasts meaningfully to stakeholders. This distinction is important: information captures observed project results, while measurements evaluate those results against the plan. The reports produced from them support stakeholder awareness and informed management decisions. PMI's current standards retain the broader concept of work performance data, information, and reports, while this item uses the earlier process-input

terminology. See PMI's PMBOK® Guide and Standards and the PMI Project Management Lexicon for PMI terminology and standards resources.

QUESTION NO: 25

A scheduler is preparing a time-scaled schedule for review by the project team. Which of the following are benefits of using a bar chart schedule? Each correct answer represents a complete solution. Choose all that apply.

A. It displays activity start and finish dates on a calendar scale

B. It communicates planned progress and milestones to stakeholders

C. It can show actual progress against the planned schedule

D. It eliminates the need to define logical relationships

ANSWER: A B C

Explanation:

It displays activity start and finish dates on a calendar scale is correct because a bar chart presents activities as bars positioned against time. **It communicates planned progress and milestones to stakeholders** is correct because the time-scaled format provides a readily understandable view of planned work, major events, and reporting periods. **It can show actual progress against the planned schedule** is also correct because many bar charts use progress lines, completed portions of bars, or status-date indicators to communicate current performance.

Bar charts are particularly effective for communicating schedule information, but they may not show complex logical relationships as clearly as a detailed schedule network diagram. For this reason, the underlying schedule model should retain complete activity logic even when the bar chart is used as the primary reporting format. See PMI's Practice Standard for Scheduling and PMI's PMBOK® Guide and Standards.

QUESTION NO: 26

You are the project manager for your organization. You have created the project schedule and have presented it to the management for their approval. Management decides to enforce resource leveling heuristics on your project schedule. What will likely happen to your project now?

A. It will require fewer resources due to the cut in the project scope.

B. It will require additional resources for the additions to the project scope.

C. It will require additional resources if it is to finish in the same amount of time, as originally predicted.

D. It will require a new scope baseline to reflect the management change in the project approach.

ANSWER: C

Explanation:

It will require additional resources if it is to finish in the same amount of time, as originally predicted. Resource leveling is a resource optimization technique used when assigned resources are overallocated or when imposed resource limits prevent the planned work from occurring as scheduled. Leveling moves activity work to periods in which the needed resources are available. This can change activity start and finish dates, alter the critical path, and commonly extend the overall schedule. If management still requires the original completion date after resource limits are enforced, the project must have sufficient additional resource capacity to perform the affected work without exceeding the leveling constraints. In practice, the project manager would evaluate feasible alternatives, such as adding qualified resources, obtaining temporary capacity, or using other approved resource arrangements, while recognizing that adding people is not always immediately productive for every type of work. The key scheduling consequence is that constrained resource availability must be reconciled either by accepting a later finish or by providing enough capacity to preserve the planned finish date. PMI

identifies resource leveling as a scheduling technique within resource optimization; see PMI's Project Management Lexicon and its Practice Standard for Scheduling.

QUESTION NO: 27

Which of the following documents is a narrative description of products or services to be supplied by the project and has detailed requirements and pricing specified on it?

A. Scope of statement

B. Project charter

C. Statement of work (SOW)

D. WBS

ANSWER: C

Explanation:

The correct document is the **Statement of Work (SOW)**. A SOW provides a narrative description of the products, services, or results to be delivered. It establishes what work is required and typically defines the deliverables, performance requirements, acceptance criteria, assumptions, constraints, and other relevant terms needed to communicate the required scope. In a procurement context, the buyer commonly includes detailed technical, functional, or performance requirements in the procurement statement of work so prospective sellers can understand precisely what must be supplied and prepare a responsive proposal. Pricing may be included directly in a contractual SOW or be established through the seller's proposal and the resulting agreement, depending on the procurement approach. For projects performed internally, the SOW can originate from the sponsor or initiator and reflect the business need and product or service requirements. For externally sourced work, it can be issued as part of procurement documentation. PMI identifies the statement of work as a key description of the procurement need and a basis for soliciting seller responses, making it the document that best fits the description in the question. See PMI's overview of procurement and contract management at PMI: Project Procurement and Contract Management and the U.S. acquisition guidance describing statements of work at FAR 11.002: Describing Agency Needs.

QUESTION NO: 28

You are the project manager for your organization. You want to record some details about the work that the project team has to complete. You want to document the level of effort, where the work is to be performed, and the person who will be responsible for completing the work. Which of the following is the best place to document this information?

A. Activity attributes

B. Project management plan

C. Schedule Management Plan

D. Roles and Responsibilities Matrix

ANSWER: A

Explanation:

Activity attributes are the best place to document this information because they capture the detailed characteristics of an individual schedule activity. They begin with core identifiers, such as the activity ID, WBS reference, and activity name, and are progressively elaborated as planning proceeds. The attributes can include the activity description, the work location or geographic area, the resource or person responsible, effort-related information, assumptions, constraints, imposed dates, predecessor and successor relationships, and leads or lags. This makes them an appropriate, activity-level record for describing exactly what work must be completed and the conditions under which it will be performed.

In PMI scheduling practice, activity attributes support development and maintenance of the schedule model by supplying information used to organize, filter, sort, select, and report planned activities. Recording responsibility, location, and level-of-effort details with the relevant activity improves traceability between the scope of work, schedule planning, resource assignment, and later schedule control. The information can also be refined when additional details become known without changing the fundamental activity definition. PMI describes activity attributes as information associated with schedule activities that may be used for schedule development and reporting; see PMI's PMBOK® Guide and Standards and its standards library.

QUESTION NO: 29

A project team is using critical chain scheduling for a resource-constrained project. Which of the following statements describe valid uses of buffers in critical chain scheduling? Each correct answer represents a complete solution. Choose all that apply.

A. A project buffer protects the project completion date.

B. A feeding buffer protects the critical chain from a feeding path.

C. A resource buffer provides notice that a critical resource will be needed.

D. A buffer replaces logical relationships between activities.

E. A buffer should be added after every schedule activity.

ANSWER: A B C

Explanation:

A project buffer is placed at the end of the critical chain to protect the committed project completion date from variation on critical-chain work. A feeding buffer is placed where a noncritical path feeds into the critical chain, protecting the critical chain from delays occurring on the feeding path. These buffers provide visible protection for schedule uncertainty and support buffer-consumption monitoring.

A resource buffer is used as an alert that a critical resource will soon be needed for critical-chain work. It is intended to help ensure resource readiness rather than to add duration to every resource assignment. Buffers are not substitutes for activity logic, and they should not be inserted arbitrarily after every activity because that would conceal the schedule's risk exposure and undermine effective control. See PMI's PMBOK® Guide and Standards and the PMI Lexicon.

QUESTION NO: 30

You are working with your project team to control the project schedule. You will need five inputs to this process throughout your project. Which one of the following is an output of the project schedule control, and NOT an input?

A. Work performance information

B. Project schedule

C. Project management plan

D. Work performance measurements

ANSWER: D

Explanation:

Work performance measurements are the correct output because controlling the schedule involves comparing actual schedule execution against the approved schedule baseline and assessing the significance of any variance. The resulting measurements express performance indicators such as planned-versus-actual start and finish dates, schedule variance, and schedule performance trends. The project team uses these indicators to communicate schedule status to stakeholders and to determine whether corrective or preventive action, forecasts, or change requests may be needed.

This wording reflects the traditional PMI process model in which Work Performance Information is analyzed during Control Schedule and Work Performance Measurements are produced for reporting and decision-making. PMI's current standards organize performance information and outputs somewhat differently, but the underlying principle remains the same: schedule-control activities transform execution status into meaningful measures of schedule performance. PMI describes project performance measurement as the use of objective data to assess performance against plans and baselines. See PMI's PMBOK® Guide and Standards and its overview of earned value and project performance measurement.

QUESTION NO: 31

Which of the following are the inputs to the Develop Project Charter process? Each correct answer represents a complete solution. Choose all that apply.

A. Procurement document

B. Contract

C. Business case

D. Project statement of work

ANSWER: B C D

Explanation:

The applicable inputs are **Contract**, **Business case**, and **Project statement of work**. This question uses the terminology and process structure of earlier PMBOK® Guide editions, in which Develop Project Charter used the project statement of work and business case to establish the project's purpose, expected outcomes, high-level requirements, and justification. A contract is a form of agreement that establishes relevant obligations, conditions, and boundaries when the work is performed for an external customer or under a contractual arrangement. These sources give the project sponsor the information needed to formally authorize the project or phase through the project charter.

In current PMI terminology, the broader input category is commonly described as agreements, while business documents include the business case and benefits management plan. The underlying principle remains consistent: charter development is informed by the initiating business justification, the description of work to be performed, and any binding commercial agreement that affects authorization. PMI describes the project charter as the document that formally authorizes a project and gives the project manager authority to apply organizational resources. See PMI's PMBOK® Guide and Standards overview and the PMI project-management standards and resources.

QUESTION NO: 32

You are the project manager of the NHA Project. This project is expected to last one year with quarterly milestones throughout the year. Your project is supposed to be at the third milestone today, but you are likely to be only 60 percent complete. Your project has a BAC of $745,000 and you have spent $440,000 of the budget-to-date. What is your schedule variance for this project?

A. $11,667

B. 1.02

C. $7,000

D. $-111,750

ANSWER: D

Explanation:

The correct schedule variance is **$-111,750**. Under earned value management, schedule variance is calculated as earned value minus planned value: SV = EV − PV. At the third of four quarterly milestones, the project should have completed 75 percent of its planned work. Therefore, planned value is 75 percent of the $745,000 budget at completion, or $558,750. The

project is forecast to be only 60 percent complete, so its earned value is 60 percent of $745,000, or $447,000. Applying the schedule-variance formula gives $447,000 − $558,750 = $-111,750. The negative result shows that, expressed in budgeted-value terms, the project has accomplished $111,750 less work than was planned by this date. Actual spending of $440,000 is relevant to cost performance calculations, but schedule variance specifically compares the value of work completed with the value of work planned. PMI's earned value guidance describes schedule variance as the difference between earned value and planned value and uses its sign to indicate schedule status. See PMI's earned value management overview and the PMBOK Guide and Standards.

QUESTION NO: 33

Bonnie is the project manager for her organization. She is developing a strategy to manage the project stakeholders. She wants to identify the key stakeholders, their influence over the project, their interest in project, and an assessment of methods. What can Bonnie create to gain support from the stakeholders in her project?

A. Stakeholder identification tools

B. Expert judgment

C. Stakeholder Analysis Matrix

D. Communications management plan

ANSWER: C

Explanation:

Stakeholder Analysis Matrix is correct because it provides a structured way to analyze stakeholders and turn that analysis into an engagement strategy. The matrix can record each stakeholder or stakeholder group, their level of interest in the project, degree of influence or power, current attitude, concerns, expectations, and the approach needed to gain or maintain their support. This enables Bonnie to prioritize stakeholder-management effort rather than applying the same communication and engagement approach to everyone.

In PMI practice, stakeholder analysis is used to identify relevant stakeholders and assess how their interests, influence, and potential impact could affect project decisions and outcomes. The resulting analysis supports tailored engagement actions, such as involving influential supporters in key decisions, addressing concerns early, and selecting appropriate communication methods. It is therefore directly aligned with Bonnie's objective of identifying stakeholders, evaluating their interest and influence, and planning methods to secure support. The analysis should be reviewed and updated throughout the project because stakeholder positions, influence, and expectations can change as work progresses. PMI describes stakeholder engagement as the process of working with stakeholders to meet needs and address issues, which depends on this type of analysis and planning. See PMI's stakeholder analysis guidance and PMI's PMBOK Guide and standards resources.

QUESTION NO: 34

A scheduler is performing a schedule quality review before issuing the schedule to stakeholders. Which of the following conditions should be investigated because they can reduce schedule credibility? Each correct answer represents a complete solution. Choose all that apply.

A. Activities with no predecessors or successors, other than valid start or finish activities

B. Activities with excessively long durations

C. Hard constraints applied without documented justification

D. Activities assigned unique identification numbers

ANSWER: A B C

Explanation:

Activities with no predecessors or successors, other than valid start or finish activities should be investigated because open-ended activities may not be properly integrated into the schedule network. **Activities with excessively long durations** should be reviewed because they can obscure progress measurement, delay the identification of problems, and reduce the ability to manage work in detail. **Hard constraints applied without documented justification** should also be investigated because constraints can override network logic and distort float calculations and forecast dates.

A credible schedule model uses complete logic, reasonable activity durations, appropriate calendars, valid constraints, and measurable progress information. Schedule quality reviews help identify weaknesses before the schedule is used for baseline approval, reporting, or forecasting. See PMI's Practice Standard for Scheduling and the PMI Lexicon.

QUESTION NO: 35

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: A B D

Explanation:

Forecast by analogy, technology forecasting, and scenario building are appropriate judgmental forecasting methods because they rely primarily on expert interpretation, informed assumptions, and qualitative assessment rather than solely on mathematical extrapolation of historical project data. Forecast by analogy estimates likely outcomes by comparing the current project or work package with similar completed efforts and adjusting for relevant differences. This approach is particularly useful when direct performance data are incomplete or when experienced practitioners can identify meaningful similarities between projects.

Technology forecasting uses knowledgeable technical and subject-matter experts to assess how technology maturity, availability, performance, or adoption may affect the remaining schedule and cost. Scenario building develops plausible alternative future conditions—such as optimistic, expected, and adverse paths—and uses professional judgment to assess the associated schedule and cost implications. Together, these approaches help management understand a range of credible completion outcomes when project performance is uncertain. PMI recognizes forecasting as part of project performance measurement and emphasizes the use of appropriate information and expert judgment when assessing future project results. See PMI's PMBOK® Guide and Standards and its overview of earned value project management.

QUESTION NO: 36

You have been hired as a project manager for Tech Perfect Inc. You are studying the documentation of planning of a project. The documentation states that there are twenty-five stakeholders with the project. What will be the number of communication channels for the project?

A. 300

B. 50

C. 600

D. 25

ANSWER: A

Explanation:

The correct answer is **300**. In the traditional PMI communication-channel calculation, each stakeholder can potentially communicate directly with every other stakeholder. The number of unique two-way communication paths is calculated using *n(n − 1) / 2*, where *n* is the number of stakeholders. With 25 stakeholders, the calculation is 25 × 24 ÷ 2, which equals 300 potential communication channels.

This calculation is used to illustrate how rapidly communication complexity grows as stakeholders are added. It does not mean the project manager must personally use or actively manage 300 separate communication routes. Rather, it highlights the need to plan communications deliberately: identify stakeholder information needs, define appropriate communication methods and frequencies, establish clear escalation paths, and use structured channels such as status reports, meetings, collaboration tools, and dashboards. PMI's guidance emphasizes tailoring communications to stakeholder needs and the project environment so information is distributed effectively and efficiently. The communication-channel formula remains a useful planning concept for recognizing the coordination challenge created by a large stakeholder group. See PMI's PMBOK Guide and Standards and its guidance on project communications management.

QUESTION NO: 37

A scheduler is reviewing a proposed schedule model before it is submitted for baseline approval. Which of the following conditions are indicators that the schedule model may require further logic development? Each correct answer represents a complete solution. Choose all that apply.

A. Activities with no predecessor or successor

B. Excessive date constraints

C. Documented resource calendars

D. Logically linked summary milestones

E. Use of approved activity codes

ANSWER: A B

Explanation:

Activities with no predecessor or successor, other than legitimate project start and finish milestones, are indicators that the schedule model may require further logic development. Open-ended activities can conceal missing dependencies and can reduce the reliability of critical-path and forecast analysis. A schedule should normally use complete logical relationships so that changes in one area can be traced through affected downstream work.

Excessive use of date constraints is also an indicator requiring review. Constraints can override calculated dates and may mask missing or weak logic, distort float, and make the reported critical path less meaningful. Constraints should be used only when a genuine external, contractual, regulatory, or physical limitation exists. A documented calendar and logically linked activities are normal components of a credible schedule model and do not, by themselves, indicate defective logic. See PMI scheduling practice guidance and the PMI Lexicon.

QUESTION NO: 38

A company hires a scheduler for one of its projects. What skills should he possess to efficiently work with the project team? Each correct answer represents a complete solution. Choose three.

A. Performance control

B. Execution scheduling

C. Leadership

D. Feasibility planning

ANSWER: A B D

Explanation:

Performance control, execution scheduling, and feasibility planning represent the core scheduling capabilities needed for a scheduler to work effectively with a project team. In feasibility planning, the scheduler translates the proposed scope, constraints, assumptions, available resources, and desired delivery dates into a viable scheduling approach. This gives the team a time-based view of how the work can be delivered and supports agreement on a realistic plan.

Execution scheduling is the collaborative development and refinement of the detailed schedule with the people performing the work. The scheduler helps sequence activities, identify dependencies, incorporate resource and calendar information, and produce an integrated schedule that the team can use to coordinate execution. Performance control then keeps that schedule useful throughout delivery by monitoring progress, analyzing schedule performance and trends, forecasting outcomes, and supporting timely schedule updates and reporting.

These capabilities align with PMI's scheduling focus on planning, developing, maintaining, and controlling a project schedule in partnership with the project team. PMI describes scheduling practice guidance and related resources at PMI Practice Guides and outlines the PMI-SP credential's scheduling specialization at PMI Scheduling Professional (PMI-SP).