



How to pass PMP Certification exam in First Attempt, contact us at <http://www.JustPMP.com/contact>

Free 2 full length PMP® Practice test, visit us <http://www.JustPMP.com/pmp-practice-test>

PMP Practice Exam Chapter-6 Project Time Management

Questions:

1. The blueprints for the new construction projects have been completed and construction is ready to begin. While the organization was thinking about erecting a modular structure, they decided on a more traditional approach. The foundation will be poured and cured before the framing begins. This is an example of:
 - a. Discretionary dependency
 - b. Mandatory dependency
 - c. External dependency
 - d. Internal dependency
2. Your project is experiencing resource constraints at certain times in the project timeline, requiring you to adjust start and finish dates on the schedule. What tool is best to use in this situation?
 - a. Resource leveling
 - b. Feeding buffer
 - c. Critical Path method
 - d. Resource smoothing
3. The project optimistic estimate is 10 weeks and the pessimistic estimate is 40 weeks. What is the standard deviation of the estimate?
 - a. 4
 - b. 5
 - c. 6.7
 - d. 7.5
4. Crashing a network schedule works only when _____.
 - a. A complete risk assessment is performed
 - b. The project team and the project manager agree on the course of action
 - c. It is the best alternative to overtime
 - d. Adding resources shortens activity durations

**For Instructor-led Live Online PMP Training, Please reach me info@justpmp.com
For any latest update on PMP Training, visit us: www.JustPMP.com**

5. Your project has produced an optimistic estimate of 25 weeks, a pessimistic estimate of 95 weeks, and a calculated PERT of 40 weeks. What is the range of completion of the project with a 95% confidence factor?
- Between 20 weeks and 60 weeks
 - Between 23.7 weeks and 57.3 weeks
 - Between 16.7 weeks and 63.3 weeks
 - Between 16.3 weeks and 63.7 weeks

Activity	Predecessor
Start	-
A	-
B	A
C	A
D	B,C
E	C
F	D,E
G	E
End	F,G

6. Create the Network Diagram using the grid above. All times in weeks. Use for the next three questions.
7. What is the critical path of the network described above?
- A-B-D-F-end
 - A-C-D-F-end
 - A-C-E-F-end
 - A-C-E-G-end
8. The customer has asked that you reduce activity D by 2 weeks. What impact does this have on the schedule?
- None. It is not on the critical path
 - It will reduce the schedule like two weeks
 - It will only work if you also reduce activity B by two weeks
 - It will only work if you also reduce activity F by two weeks

9. The customer has demanded that you reduce the schedule by three weeks. What does this mean in terms of the Project schedule?
 - a. You have decided that fast tracking is the best option to pull in the schedule by three weeks
 - b. You have decided that crashing the schedule is the best option to pull in the schedule by three weeks
 - c. Your project has negative float
 - d. You cannot deliver the project three weeks earlier without impacting project quality

10. Your team is reviewing the project activities and has started to estimate the durations of the work packages identified in the WBS. Some of these work packages and activities have significant uncertainty associated with them for which the team has created contingency buffers. The tool and technique that is used for this process is called:
 - a. Expert judgment
 - b. Reserve analysis
 - c. Parametric estimating
 - d. Three point estimating

11. Reserve Analysis involves:
 - a. Estimating by multiplying the quantity of work by productivity rate
 - b. Incorporating time buffers into the activity duration estimates
 - c. Developing project schedule with contingency reserves as a recognition of the schedule risk
 - d. Adding resource reserves to the activity resource estimates

Answers:

1. B - This is a clear example of a mandatory dependency; The foundation must set before you can start erecting the walls of the structure.
2. A – Resource leveling is the tool that is used in this situation. PMBOK® Guide, 5th edition, p. 179.
3. B – By straight calculation: $(40-10)/6$ or $30/6 = 5$
4. D – Additional resources shortens activity durations. PMBOK® Guide, 5th edition, p. 181
5. C – By straight calculation: standard deviation is $(95-25)/6 = 70/6 = 11.67$. A confidence factor of 95% translates to two standard deviations above and below the most likely estimate. $40 - (2*11.67)$ and $40 + (2* 11.67)$ or $40-23.3 = 16.67$ and $40 + 23.3 = 63.3$
6. D – A-C-E-G yields a critical path of 28
7. A – None. Activity 'D' is not on the critical path - shortening it will make no difference.
8. C – Notice the question doesn't ask you what you will do about it – it simply asks you 'what does this mean'? What it means is that your project now has a negative float of three weeks
9. B – Reserve analysis defines contingency reserves as a method for dealing with schedule uncertainty



10. B Answer C might seem more likely, but note the fine difference that Reserve Analysis is purely a technique of determining activity duration, not a schedule development technique