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AACE International Planning & Scheduling Professional (PSP) Exam Sample Questions (Q204-Q209):

NEW QUESTION # 204

During proofing of the product manual, a problem was discovered requiring 15 days additional time to effect a correction. How can the date of availability be maintained?

Product Development has established the following items with the duration required for each need to be accomplished in order for the release of a new product. Once Product testing is complete, both Release for Manufacture and Drafting of a product manual can proceed. Proofing and correction of the manual is required prior to printing. Manufacturing and printing of the manual are required to package and make the product available.

Activity Description	Duration	Predecessors
A International Testing	30	-
B Release for Manufacture	0	A
C Draft Product Manual	20	A
D Manufacture Product	60	B
E Proof Product Manual	10	C
F Print Product Manual	20	E
G Package Product	10	D, F
H Product Available Date	0	G

- A. Expedite packaging by 5 days.
- B. Expedite printing by 5 days.
- C. Delay manufacturing by 5 days.
- D. Delay product release by 5 days.**

Answer: D

NEW QUESTION # 205

If a detailed estimate is NOT available to assist in the formulation of activity durations but unit quantities have been identified, what information can be utilized to estimate work package/activity durations?

- A. Time impact analysis
- B. Black-Scholes model
- C. The Eichleay formula
- D. Historical production rates**

Answer: D

Explanation:

When detailed estimates are unavailable, historical production rates can provide reliable data for estimating durations based on past projects with similar work.

Option A (Eichleay formula) is for overhead cost allocation.

Option C (Time impact analysis) evaluates delay impacts, not durations.

Option D (Black-Scholes model) is irrelevant in this context.

Historical data usage is a recognized method in project planning and scheduling practices.

NEW QUESTION # 206

Under which circumstance should one perform resource-leveling calculations?

- A. When the contract contains a provision for float-banking.
- B. When the schedule is resource-loaded.
- C. Never, unless required by the contract.
- D. When you believe that known resource limitations may override schedule logic.

Answer: D

Explanation:

Resource-leveling is used when resource constraints such as labor, materials, or equipment availability might prevent schedule logic from being followed.

Option A references float-banking, unrelated to resource leveling.

Option C suggests never performing leveling unless required, which overlooks the need to address actual resource limitations.

Option D is incorrect as a resource-loaded schedule may still need leveling for optimization.

Resource management principles in the PSP Study Guide discuss when and why to apply resource leveling.

NEW QUESTION # 207

If Activity A was delayed 5 days from starting, which of the following adjustments will NOT maintain the completion date of Activity C at Day 40?

- A. Replace the relationship from 'B' to 'C' with SSO
- B. Reduce the duration of B" from 10 days to 5 days by compressing work effort
- C. Reduce the duration of 'A' from 20 days to 10 days and replace the relationship from B' to 'C with FSO.

Answer: C

Explanation:

* Understanding the Problem Context:

Activity C is currently set to complete on Day 40.

Activity A has a 5-day delay in starting, so adjustments are needed to maintain the Day 40 completion date for Activity C.

The key is to identify which adjustment will fail to maintain the timeline.

* Option-by-Option Analysis:

A . Reduce the duration of 'A' from 20 days to 10 days and replace the relationship from 'B' to 'C' with FSO (Finish-to-Start with Offset):

Reducing Activity A's duration from 20 to 10 days might mitigate part of the delay, but replacing the relationship between B and C with FSO introduces an offset.

FSO relationships typically delay the start of successor activities (Activity C in this case).

This would likely push Activity C beyond Day 40 because the delay in B's finish, coupled with the offset, would result in C starting later.

This adjustment does NOT maintain the completion date of Activity C.

B . Replace the relationship from 'B' to 'C' with SSO (Start-to-Start with Offset):

An SSO relationship allows Activity C to begin once Activity B starts (with or without an offset).

This adjustment effectively overlaps the schedules of B and C, mitigating delays from A.

This adjustment can maintain the completion date of Activity C at Day 40.

C . Reduce the duration of 'B' from 10 days to 5 days by compressing work effort:

Reducing B's duration by compressing its schedule shortens its timeline, allowing Activity C to start sooner.

This adjustment offsets the delay caused by Activity A.

This adjustment can maintain the completion date of Activity C at Day 40.

* Final Answer and Justification:

The adjustment described in A will NOT maintain the completion date of Activity C at Day 40 because the FSO relationship introduces delays, making it ineffective in this scenario.

Options B and C offer feasible adjustments to maintain the timeline.

* Study Guide Reference:

Refer to the PSP Certification Study Guide, Chapter 2 - Scheduling, Subchapter 2.2.4: Relationships (p. 151-157), which details the impact of logical relationships (FSO, SSO) on schedule timelines.

Additionally, review AACE Recommended Practice 52R-06: Time Impact Analysis for insights into how delays affect dependent activities and methods for mitigating them.

NEW QUESTION # 208

Theoretically construct a summary activity for activities 2001 through 2004. Using the "normal" schedule, what is the cost of the

hammock?

ID	Activity	Logic			Normal Schedule		Crashed Schedule	
		Succ.	Rel.	Lag	Days	Direct Costs	Days	Direct Costs
1000	General Conditions	11001	FF		1072	\$3,080,000	910	\$2,902,900
1001	Preliminary Civil Work	1000 2001 7001	SS FS FS		85	\$563,000	67	\$728,000
2001	River Diversion Stage 1	2002	FS		92	\$150,000	75	\$190,000
2002	River Diversion Stage 2	2003	FS		38	\$25,000	28	\$35,000
2003	River Diversion Dam	2004 3001	FS FS		15	\$18,000	11	\$20,000
2004	River Diversion to Pipeline	3001 7001	FS FS		38	\$96,000	38	\$96,000
3001	Excavation, Dam Site	4001 4001 5001 5001 7001	SS FF SS FF FS	15 15 65 65	30	\$482,000	100	\$515,000
		5001 5001 9001	SS FF FS					
		6001	FS		102	\$637,000	92	\$650,000
		6001	FS		140	\$1,352,000	105	\$1,470,000
		6002	FS		115	\$969,000	95	\$1,125,000
6003	Rock Fill: to elevation 50	8001 9002 9002 9003	FS SS FF FS	65 65	152	\$1,360,000	113	\$1,540,000
		9003	FS					
		7001	FS		48	\$180,000	38	\$205,000
		8001	FS					
8001	Valve House Embankment	9004	FS		28	\$28,000	22	\$36,000
9001	Spillway – Concrete	11001 9002 9003	FS FS FS		175	\$1,120,000	155	\$1,305,000
9002	Dam Concrete Facing – Concrete	1001 9005	FS FS		180	\$1,260,000	160	\$1,485,000
9003	Inlet Tower – Concrete 1 of 2	9005	FS	7	70	\$275,000	65	\$295,000
9004	Valve House – Concrete	10002	FS	7	72	\$245,000	66	\$265,000
9005	Inlet Tower – Concrete 2 of 2	10001	FS	7	95	\$28,000	35	\$28,000
10001	Inlet Tower – Complete	11001	FS				25	\$147,000
10002	Valve House –	10001	FS				24	\$133,000

- A. \$271,000
- B. \$289,000
- C. \$139,000
- D. \$299,000

Answer: A

Explanation:

Hammock Cost for Activities 2001-2004:

Activity 2001: Cost = \$150,000.

Activity 2002: Cost = \$25,000.

Activity 2003: Cost = \$20,000.

Activity 2004: Cost = \$96,000.

Calculate Total Cost:

Total cost = \$150,000 + \$25,000 + \$20,000 + \$96,000 = \$271,000.

Cross-Verification with Answer Options:

Option B: Incorrect. Overstates cost.

Option C: Incorrect. Understates cost.

Option D: Incorrect. Overstates cost.

Option A: Correct. Matches the calculated cost.

Reference:

PSP Study Guide (2019), Section on Summary and Hammock Activities.

AACE Recommended Practices, RP 10S-90.

NEW QUESTION # 209

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