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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 |
|-------------------------|----------|--------------|
| Testing | 30 | - |
| Release for manufacture | 0 | A |
| Draft Product Manual | 20 | A |
| Manufacture Product | 60 | B |
| Proof Product Manual | 10 | C |
| Print Project Manual | 20 | E |
| Package Product | 10 | D, F |
| 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 |
| 4001 | Excavation, Spillway | 5001 5001 9001 | SS FF FS | 45 45 | 152 | \$608,000 | 118 | \$692,000 |
| 5001 | Drill and Grout Dam Site | 6001 | FS | | 102 | \$637,000 | 92 | \$650,000 |
| 6001 | Rock Fill: to elevation 25 | 6002 | FS | | 140 | \$1,352,000 | 105 | \$1,470,000 |
| 6002 | Rock Fill: to elevation 38 | 6003 | 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 |
| 7001 | Permanent Roads | 11001 9004 | FS FS | | 48 | \$180,000 | 38 | \$205,000 |
| 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 | 25 | \$147,000 |
| 10002 | Valve House – | 10001 | FS | | 24 | \$133,000 | 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.

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