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AACE International is a professional association that provides resources and support to professionals in the field of cost engineering and project management. One of the certifications offered by AACE International is the Planning & Scheduling Professional (PSP) certification. The PSP certification is designed for professionals who specialize in project planning and scheduling, and demonstrates a level of knowledge and expertise in these areas.

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## AACE International Planning & Scheduling Professional (PSP) Exam Sample Questions (Q206-Q211):

### NEW QUESTION # 206

Using the normal schedule, given Activity 3001 and the relationship with Activity 4001. what is indicated?

- A. These activities are partially concurrent, with Activity 4001 starting 15 days after the start of Activity 3001
- B. These activities are sequential, with Activity 4001 starting 15 days earlier than the start of Activity 3001.
- C. The activities are independent, with Activity 4001 starting 15 days earlier than the start of Activity 5001

**Answer: A**

Explanation:

\* Relationship Analysis:

Activity 4001 starts 15 days after Activity 3001 begins, based on their logical dependency (SS +15).

This indicates partial concurrency, as both activities overlap in execution.

\* Evaluation of Other Options:

A: Incorrect, as the statement refers to Activity 5001, not 3001.

C: Incorrect, as Activity 4001 does not start before Activity 3001.

\* Verification with PSP Guidelines:

PSP guidelines stress precise interpretation of activity relationships (Ref: PSP Study Guide, Chapter 2A: Logical Relationships and Lags).

## NEW QUESTION # 207

### SIMULATION

#### Background

Your name is Evan Marshal. You are the corporate scheduler for Happy Insurance Corporation (HIC), a general health insurance company located in Ridgemoor, Illinois. HIC is very busy with 49 unique software development projects. The organization structure at HIC gives the project scheduling responsibility to the Project Manager assigned to each project. You are charged with coordination of the project schedules into a Master Schedule and quality control for scheduling on the individual development projects. You report directly to the Director of Information Services (DIS), Desmond Rayburn.

It has come to your attention Project JP-114 has fallen behind schedule and Rita Belateau, the Project Manager, wants to accelerate the project in order to reclaim lost time. Rita is a strong supporter of Total Quality Management and strives for zero failures; therefore she is assessing the need for overtime for resources assigned to an activity that is not projecting a completion prior to the early finish depicted in the current schedule.

You and Rita review the current schedule to identify which activities are on the critical path and which activities have plenty of float. The review reveals several activities have suffered less than planned productivity and have contributed to falling behind. In the process of this review, you and Rita also review the budget for Project JP-114 and notice not only the schedule has fallen behind but the cost to date is more than she had expected. Total budget is \$150,000, planned to date is \$30,000; expended to date is \$37,000.

With nine months remaining until baseline contract completion, Rita needs to bring Project JP-114 back on track; knowing overtime for an extended period of time is not always the right answer, especially with the cost to date already over planned.

In order to truly understand the options available to help remedy the current situation, you and Rita brainstorm on several potential courses of action. All the potential courses of action will require an evaluation of budget impact versus schedule correction.

1. Pull the project team together and ensure everyone understands which activities are on the critical path. Rita would like to use the existing project team and focus them on these critical path activities, laying out a plan for periodic overtime when needed to crunch through a deliverable. This approach could add approximately 20% to the budget.
2. Outsource various modules of activities to qualified and known consultants. This could drive up the costs and must be evaluated before implemented. Having an outside source working in parallel with the project team could also accelerate the schedule to mitigate some of the delays, as well as keep overtime down to a minimum for the project team. Potentially this could add as much as 40% to the budget, but could also be very productive schedule wise.
3. Mandatory overtime for the project team - entire project goes on a 50-hour work week. If the entire project team works overtime for an extended period of time, the budget could see an additional 60% increase.
4. The project continues as is completes the project late and accepts the penalties imposed. Penalties imposed for late delivery could add as much as 50% to the budget.

#### Assignment

Draft a proper memorandum to Desmond Rayburn, IS Director, explaining in your own words:

- a). the current problem and potential impact(s);
- b). each course of action, stating advantages and disadvantages as appropriate; c. your recommendations, properly supported.

Please be sure to include the rationale for your recommendations. Be sure to summarize your thoughts and address (To, From, Date, and Subject/Project Name) and close the memo appropriately. If you are uncomfortable with the courses of action noted, provide your own with appropriate substantiation for your position. Limit your answer to one, full typewritten page (roughly three handwritten pages).

While your email can be as detailed as you like, be sure to write sufficiently to address each element of the assignment, yet not so long that you go beyond the scope of the exercise.

Take time to read the problem and consider what you want Evan to say. Good luck!

#### Answer:

#### Explanation:

See the Explanation for complete Solution for this

#### Explanation:

To: Desmond Rayburn, Director of Information Services

From: Evan Marshal, Corporate Scheduler

Date: [Insert Current Date]

Subject: Mitigation Plan for Project JP-114 Delays

### Current Problem and Potential Impacts

Project JP-114 has experienced schedule delays and cost overruns. The project has expended \$37,000 against a planned budget of \$30,000 to date, exceeding the planned budget by 23%. Additionally, productivity issues have impacted critical path activities, further delaying progress. With nine months remaining, failing to address these issues could result in penalties, further cost increases, and client dissatisfaction.

### Courses of Action

#### Focus Existing Team on Critical Path with Periodic Overtime

Advantages: Uses team familiarity; incurs a moderate budget increase (20%).

Disadvantages: Risks resource strain and potential burnout if overtime is prolonged.

#### Outsource Work to Consultants

Advantages: Accelerates schedule by parallel work streams; minimizes internal team overtime.

Disadvantages: Higher budget impact (up to 40%); requires effective integration of external deliverables.

#### Mandatory Overtime (50-Hour Work Week)

Advantages: Ensures rapid progress across the project.

Disadvantages: Extremely high cost (60% increase); risks significant employee fatigue and declining morale.

#### Continue as Is and Accept Late Delivery Penalties

Advantages: No immediate resource strain.

Disadvantages: Significant penalties (50% budget increase); damages stakeholder confidence and corporate reputation.

### Recommendation

I recommend Option 1, combined with selective outsourcing (Option 2), to achieve the best balance of cost control and schedule recovery.

Focus the internal team on critical path activities with targeted use of periodic overtime. This ensures efficient allocation of resources and minimizes strain while addressing the most urgent delays.

Outsource select non-critical tasks to experienced consultants. This parallel effort reduces the workload on the internal team, limits overtime, and accelerates overall progress.

### Rationale:

This hybrid approach keeps the budget increase to approximately 30-35% while effectively addressing schedule delays. It balances cost efficiency, resource management, and stakeholder satisfaction. Proper coordination will ensure smooth integration between internal and external teams.

### Conclusion

This plan provides the most feasible path to bringing Project JP-114 back on track. It mitigates risks of extended delays while maintaining budget discipline. I am available for further discussions to outline a detailed implementation plan.

Best Regards,

Evan Marshal

Corporate Scheduler

### NEW QUESTION # 208

What day would Activity C complete if the duration of Activity B was reduced to zero?

- A. 0
- B. 1
- C. 2
- D. 3

### Answer: C

### Explanation:

\* If the duration of Activity B is reduced to zero, the completion of Activity C is determined solely by its own duration and predecessor relationships.

\* Without knowing the explicit network logic, it is inferred that reducing Activity B to zero does not affect Activity C's finish on Day 50, as its relationship with other activities remains intact.

\* Reference: PSP Study Guide, Section 2.2.4 - Relationships and Calculations, highlights how relationships and durations impact completion dates.

### NEW QUESTION # 209

Which of the following is NOT required when performing weekly or monthly schedule updates?

- A. Actual finish of activities.

- B. Percent complete.
- C. Remaining duration of activities.
- D. Original duration of activities.

**Answer: C**

### NEW QUESTION # 210

Select the most appropriate explanation for use of a winter/wet weather seasonal calendar for use in this project?

- A. to show a difference in the calendar year
- B. to denote a time during which work may not progress as fast as planned and cost and risk may be elevated
- C. to provide a key to co-a weather for safety meetings
- D. to highlight a time when there are more holidays and work therefore will be slower and there will be more absenteeism

**Answer: B**

Explanation:

The use of a winter/wet weather seasonal calendar is essential in planning and scheduling to account for climatic conditions that can impact project timelines. The PSP Study Guide emphasizes identifying project variables, such as environmental conditions, and incorporating them into the project plan to manage risks and constraints effectively. Seasonal calendars help planners predict periods of reduced productivity, increased costs, and potential delays due to adverse weather conditions (PSP Study Guide, Subchapter 1.2.4, "Project Variables").

These calendars are particularly useful for:

Forecasting potential schedule impacts during specific periods.

Enhancing the accuracy of risk management plans (PSP Study Guide, Section 1.3.13, "Risk and Recovery Plan").

Aiding in decision-making regarding resource allocation during slow periods.

### NEW QUESTION # 211

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It is universally accepted that in this competitive society in order to get a good job we have no choice but to improve our own capacity and explore our potential constantly, and try our best to get the related AACE-PSP certification is the best way to show our professional ability, however, the exam is hard nut to crack and there are so many AACE-PSP Preparation questions related to the exam, it seems impossible for us to systematize all of the key points needed for the exam by ourselves.

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