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AACE International Planning & Scheduling Professional (PSP) Exam Sample

Questions (Q73-Q78):

NEW QUESTION # 73

Background

Your name is Evan Marshal. You are the corporate scheduler for Happy Insurance Corporation (HIC), a general health insurance company located in Ridgeland, 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. To 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:

Pending

NEW QUESTION # 74

When using a detailed estimate as the basis for work package/activity durations, which element does NOT need to be identified before the activity durations can be calculated?

- A. Estimated labor hours
- B. Hours in a standard work day
- C. Estimated cost
- D. Projected crew size

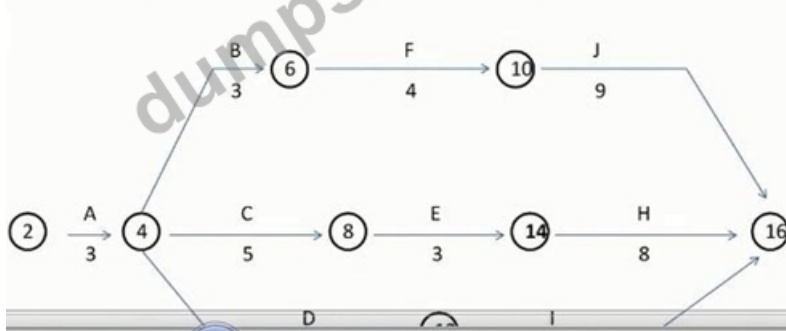
Answer: D

NEW QUESTION # 75

If Activity E's duration changes to 4 months, what is the overall duration of the project. Refer to the following table and diagram to answer the following questions. Consider this to be the entire network. The plan is incomplete. This table represents activities, predecessors and durations for a hazardous waste incineration facility.



Activity	Description	Predecessors	Duration (months)
A	Develop information for public hearings	-	3
B	Hold public hearings	A	3
C	Develop draft plans and specifications	A	5
D	Contact stakeholders and others	A	7
E	Obtain permits	B, C	3
F	Order equipment for facility	B	4
G	Procure and prepare land	B	6
H	Construct facility	D, E, F & G	8
I	Approval of operating procedures	D	6
J	Install equipment, staff, facility	F	9



- A. 20 months.
- B. 19 months.
- C. 21 months.
- D. 22 months.

Answer: A

NEW QUESTION # 76

Budgeted cost of work scheduled is _____.

- A. The value of the completed work expressed in terms of the budget assigned to that work
- B. The expected total cost of an activity, group of activities or the project
- C. The sum of all budgets for work scheduled to be accomplished within a given time period
- D. The total authorized budget for accomplishing the project scope

Answer: B

NEW QUESTION # 77

Midway through the project you received an executed change order for this project, adding thirty-three days to the contract for weather delays. In its simplest form, how would your next project update display the changed condition?

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	SS		85	\$563,000	67	\$728,000
		2001	FS					
		7001	FS					
	River Diversion	2000	FS		83	\$150,000	75	\$100,000

2001	River Diversion Stage 1	2002	FS		32	\$150,000	75	\$190,000
2002	River Diversion Stage 2	2003	FS		38	\$25,000	28	35,000
2003	River Diversion Dam	2004	FS		15	\$18,000	11	\$20,000
		3001	FS					
2004	River Diversion to Pipeline	3001	FS		38	\$96,000	38	\$96,000
		7001	FS					
3001	Excavation, Dam Site	4001	SS	15	30	\$482,000	100	\$515,000
		4001	FF	15				
		5001	SS	65				
		5001	FF	65				
		7001	FS					
4001	Excavation, Spillway	5001	SS	45	152	\$638,000	118	\$692,000
		5001	FF	45				
		9001	FS					
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	FS	65	152	\$1,360,000	113	\$1,540,000
		9002	SS	65				
		9002	FF					
		9003	FS					
7001	Permanent Roads	11001	FS		48	\$180,000	38	\$205,000
		9004	FS					
8001	Valve House Embankment	9004	FS		28	\$28,000	22	\$36,000
9001	Spillway – Concrete	11001	FS		175	\$1,120,000	155	\$1,305,000
		9002	FS					
		9003	FS					
9002	Dam Concrete Facing – Concrete	1001	FS		180	\$1,260,000	160	\$1,485,000
		9005	FS					
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	35	\$28,000	35	\$28,000
10001	Inlet Tower – Complete	11001	FS		25	\$147,000	25	\$147,000
	Valve House –	10001	FS		24	\$132,000	24	\$133,000

- A. After Activity 1001, add a new Activity 1011 with a finish-to-start relationship to Activity 1000, and tie the end of this new activity with a finish-to-start relationship to the final activity of the project.
- B. After Activity 1000, add a new Activity 1010 with a finish-to-start relationship to Activity 1000, and tie the end of this new activity with a finish-to-start relationship to the final activity of the project.
- C. After Activity 1000, add a new Activity 1050 with a start-to-start relationship to Activity 1000, and tie the end of this new activity with a finish-to-finish relationship to the final activity of the project.

Answer: A

NEW QUESTION # 78

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