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PMP Exam 1

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Question 63 of 200

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A system must be completed by October 31st or a penalty of \$1,000 per day may be imposed. The table below reflects the current status of the project. At this point in the project, the system analysis, system design, and system development should have been complete.

What is the current cost performance index?

Phase Name	Start Date	End Date	Duration (Days)	Planned Value	Actual Cost	Percent Complete
System Analysis	1/1	3/31	91	\$ 3,000.00	\$ 6,000.00	100%
System Design	3/16	3/31	61	\$ 10,000.00	\$ 10,000.00	100%
System Development	4/15	6/30	118	\$ 10,000.00	\$ 10,000.00	50%
System Testing	8/15	8/30	46	\$ 10,000.00	\$ -	0%
System Deployment	10/1	10/31	30	\$ 5,000.00	\$ -	0%

A ☐ 0.62
B ☐ 0.87
C ☐ 1.16
D ☐ -56.288

End Exam

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PMI Project Management Professional (2025 Version) Sample Questions (Q365-Q370):

NEW QUESTION # 365

A prefeasibility study for a new renewable energy project is nearing approval. To ensure that the project time lines are maintained, activities associated with the feasibility study must continue while the prefeasibility study is being approved.

How should the project manager proceed?

- A. Secure approval of the prefeasibility study before proceeding with the feasibility activities.
- B. Proceed with both the prefeasibility and feasibility studies in parallel while waiting for the final approvals
- C. Include the feasibility activities in the prefeasibility study and apply for a change of scope and budget.
- D. Obtain approval to proceed with the feasibility study as a parallel activity while the prefeasibility study is approved

Answer: D

Explanation:

Conducting feasibility studies is a critical part of project management to ensure that a project is viable and can proceed successfully. According to best practices, it is advisable to obtain approval to conduct the feasibility study in parallel with the prefeasibility study. This ensures that the project timelines are maintained without delay. The feasibility study is an essential step that should not be skipped or merged with the prefeasibility study, as it provides a deeper level of analysis regarding the project's viability¹².

References: "Using Feasibility Studies in Project Management [2024]" by Asana¹; "What Is a Feasibility Study? How to Conduct One for Your Project" by Jennifer Bridges².

NEW QUESTION # 366

A transportation company is transforming its operational processes and the main system this company uses to move freight. The scope statement is in place. An iterative delivery approach has been agreed by all stakeholders. What does the project manager need to do next to help the team understand the work that needs to be done?

- A. Work directly with stakeholders on the work breakdown structure (WBS) and assign tasks with a required timeline for each team member to start the work.
- B. Start working on the project management plan with work packages, a detailed schedule, and work assignments for team members
- C. Create the requirements management plan to outline how project requirements will be collected, analyzed, and documented and then assign requirements to team members
- **D. Work with the team to decompose the scope into a WBS and work packages in order to create required deliverables and timelines.**

Answer: D

Explanation:

An iterative delivery approach is a method of project management that breaks down large projects into smaller cycles or iterations, each delivering a usable and potentially releasable product increment^{1,2}. An iterative delivery approach is suitable for projects that have a high degree of uncertainty, complexity, or change, such as the transformation of operational processes and the main system of a transportation company³. In order to help the team understand the work that needs to be done, the project manager needs to work with the team to decompose the scope into a work breakdown structure (WBS) and work packages. A WBS is a hierarchical decomposition of the project scope into smaller and more manageable components, each with a unique identifier and a clear definition of what is included and excluded⁴. A work package is the lowest level of the WBS, which represents a unit of work that can be assigned, executed, monitored, and controlled by a single person or a small group. By creating a WBS and work packages, the project manager can help the team to:

- * Clarify the project scope and objectives
 - * Identify the deliverables and outcomes of each iteration
 - * Estimate the resources, time, and cost of each work package
 - * Define the roles and responsibilities of each team member
 - * Establish the dependencies and sequence of work packages
 - * Monitor and control the progress and quality of each iteration
 - * Communicate and collaborate effectively with stakeholders
- References:
- * Incremental Delivery and the Principles of the Agile Manifesto
 - * What is Iterative, Incremental Delivery? The Hunt for the Perfect ...
 - * An iterative and incremental approach to planning ERP projects
 - * Work Breakdown Structure (WBS) | Project Management Institute
 - * [Work Package - Project Management Knowledge]

NEW QUESTION # 367

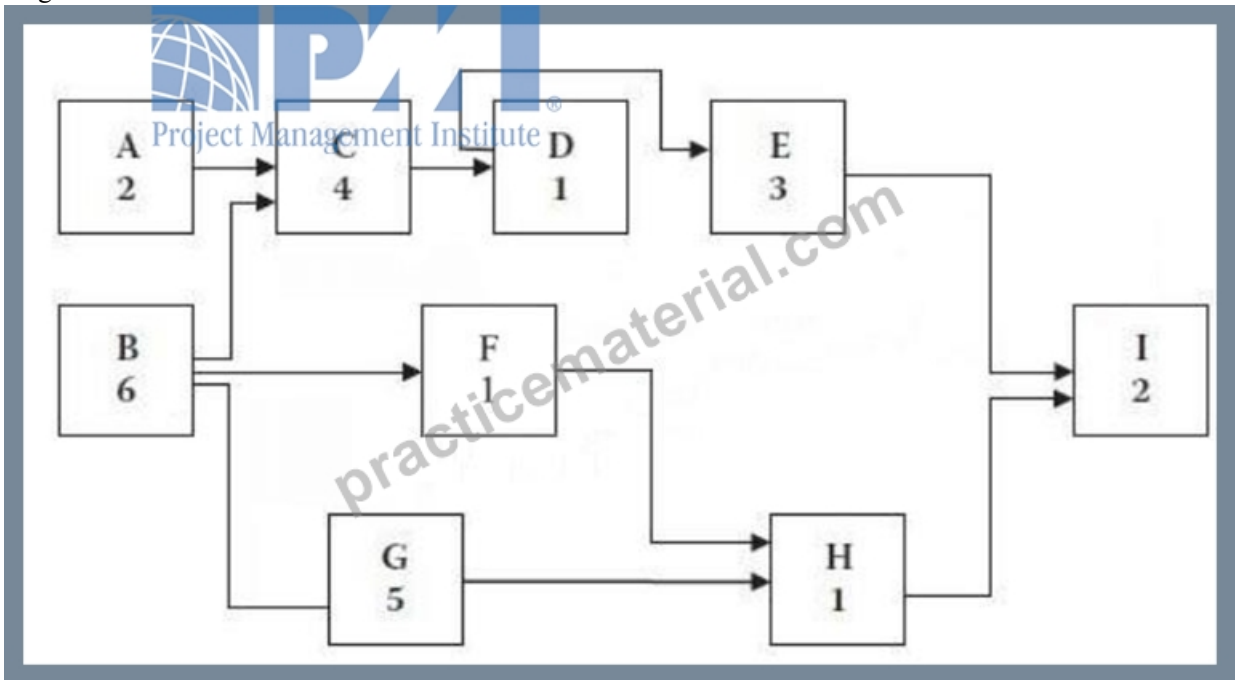
Which of the following is true about procurement documents?

- A. b and c
- B. Procurement documents are used to solicit proposals from prospective sellers.
- **C. all of the above**
- D. Invitation for Bid and Request for Proposal are two examples of procurement documents.
- E. Procurement documents should be structured to facilitate accurate and complete responses from prospective sellers.

Answer: C

NEW QUESTION # 368

Diagram



What is the float for Activity G?

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

Answer: A

Explanation:

Explanation/Reference:

Explanation:

Float = (late finish - early finish) or

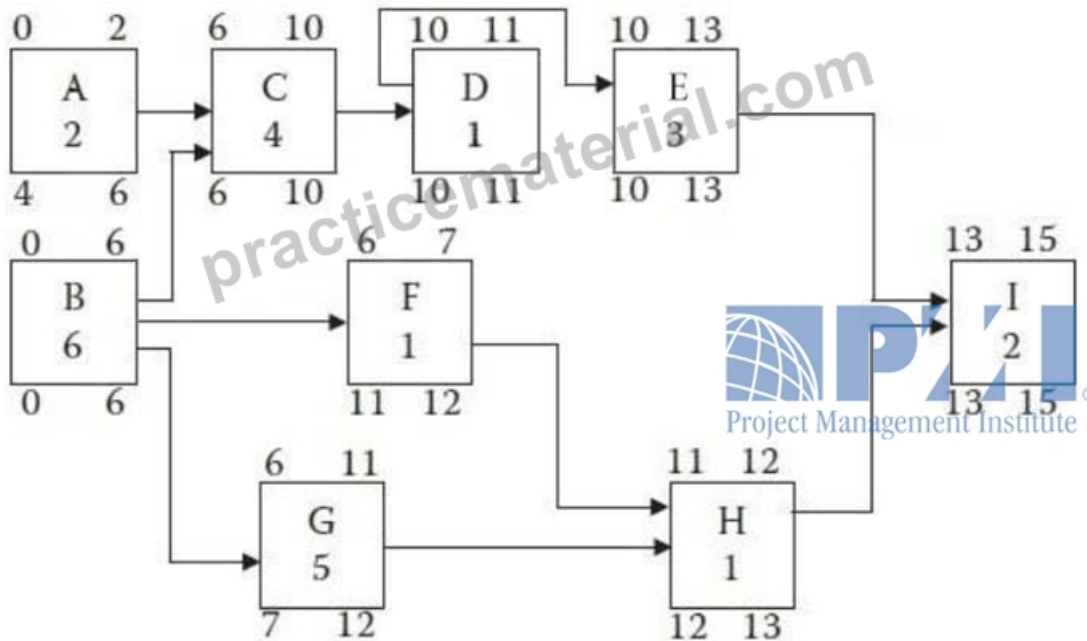
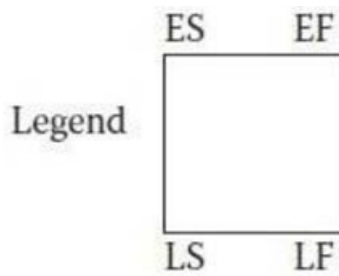
(Late start - early start)

Activity G LF = 12 (12 - 11) = (1)

EF = 11

LS = 7 (7 - 6) = (1)

ES = 6



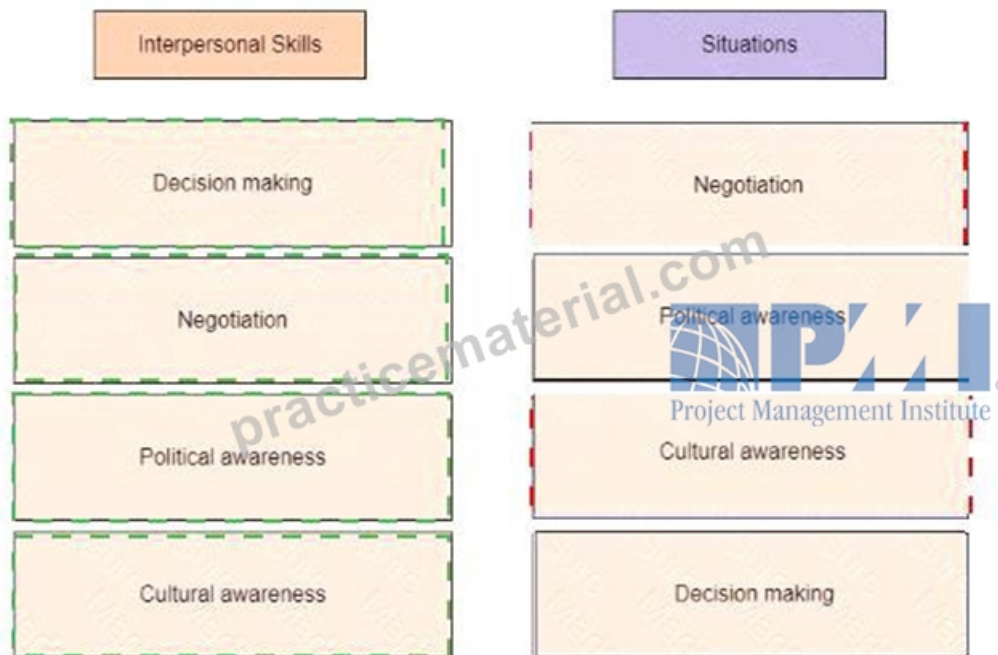
NEW QUESTION # 369

A project manager for a government organization often deals with stakeholder engagement issues. Drag the interpersonal skill the project manager should use on the left to the correct situation on the right.

Interpersonal Skills	Situations
Decision making	Site workers often come up with complaints about working conditions, but the project manager cannot improve the conditions.
Negotiation	The project manager wants to stay updated on instability in the government and the possibility that the current government leader may resign.
Political awareness	The project manager is assigned to work in a rural area where people have different customs.
Cultural awareness	A new government has been formed, and the project manager has been awarded a chair position to reform government policies.

Answer:

Explanation:



Explanation:



NEW QUESTION # 370

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