

## *AACE International*

*AACE-PSP  
Planning & Scheduling Professional (PSP) Exam*

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### Question: 1

What owner action could have mitigated the late completion of the project?

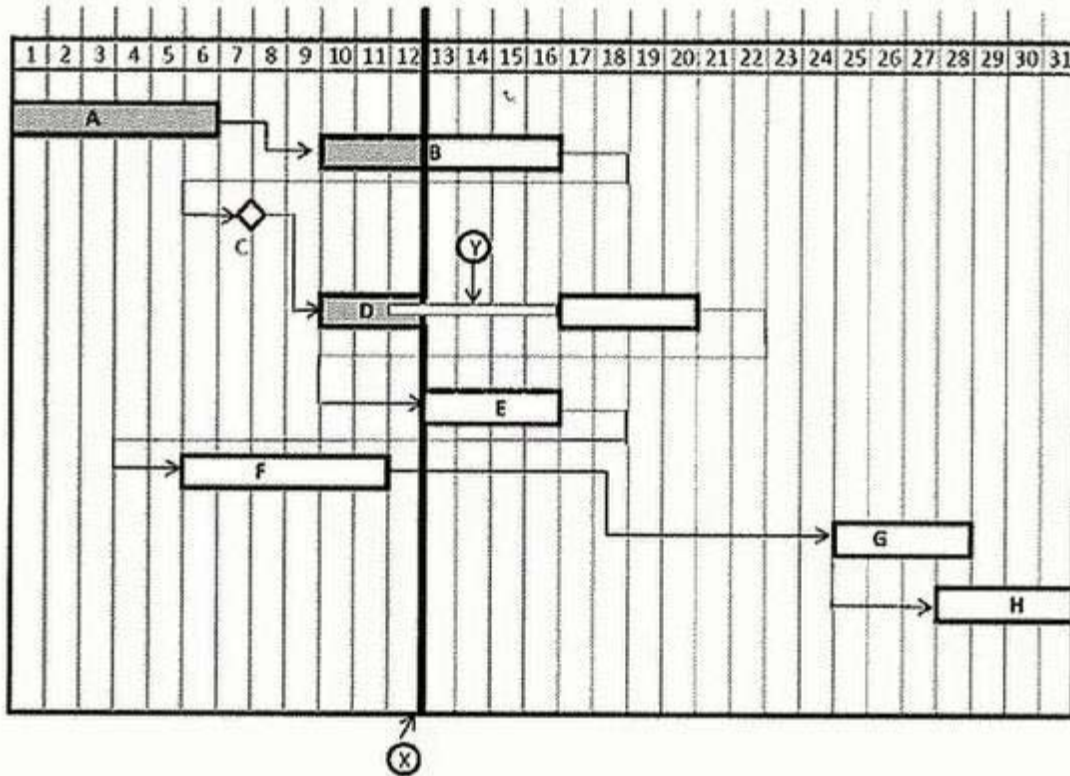
- A. Hire a more senior project manager.
- B. Self-perform more of the work.
- C. Use a procurement agent to monitor and expedite equipment deliveries.
- D. Prepare better structural steel drawings.

**Answer: C**

### Question: 2

What is the remaining work duration of Active D?

Refer to the time-scaled network diagram and other information to answer the following questions. Please consider this to be the entire network.



	Original Duration
Activity A	5
Activity B	5
Activity C	0
Activity D	5
Activity E	4
Activity F	3
Activity G	4

- A. 4.
- B. 11
- C. 8.
- D. 3.

**Answer: A**

**Question: 3**

In its simplest form, what is the main drawback of critical path method scheduling?

- 
- A. It requires a backward pass to calculate late dates.
  - B. It assumes that resources are unlimited.
  - C. It doesn't account for interdependent between activities.
  - D. It allows for Precedence Diagramming Method to be used in place of Arrow Diagramming Method.

**Answer: B**

### Question: 4

Theoretically construct a summary activity for activities 6001 through 6003. Identify the governing predecessor and successor activities for 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	35	\$28,000	35	\$28,000
10001	Inlet Tower – Complete	11001	FS		25	\$147,000	25	\$147,000
10002	Valve House –	10001	FS		24	\$132,000	24	\$133,000

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- A. Predecessor is activity 5001, successor is activity 8001
  - B. Predecessor is activity 4001, successor is activity 8001
  - C. Predecessor is activity 9001, successor is activity 9002
  - D. Predecessor is activity 5001, successor is activity 8002

**Answer: A**

### Question: 5

As a change to the network for the current update, activity 6002 is required to begin ten days after the beginning of activity 6001. Which is the simplest logic organization?

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
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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
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10001	Inlet Tower – Complete	11001	FS		25	\$147,000	25	\$147,000
10002	Valve House –	10001	FS		24	\$132,000	24	\$133,000

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- A. A start-to-start relationship with a ten-day lag assigned to activity 6001; activity 6002 will be dependent on activity 6001
  - B. A start-to-start to relationship for both activities 6001 and 6002 with a ten-day lag assigned to Activity 6002.
  - C. A start-to-finish relationship with both activities 6001 and 6002 having a ten-day lag
  - D. A finish-to-start relationship with a ten-day lag assigned to activity 6002; activity 6001 will be dependent on activity 6002

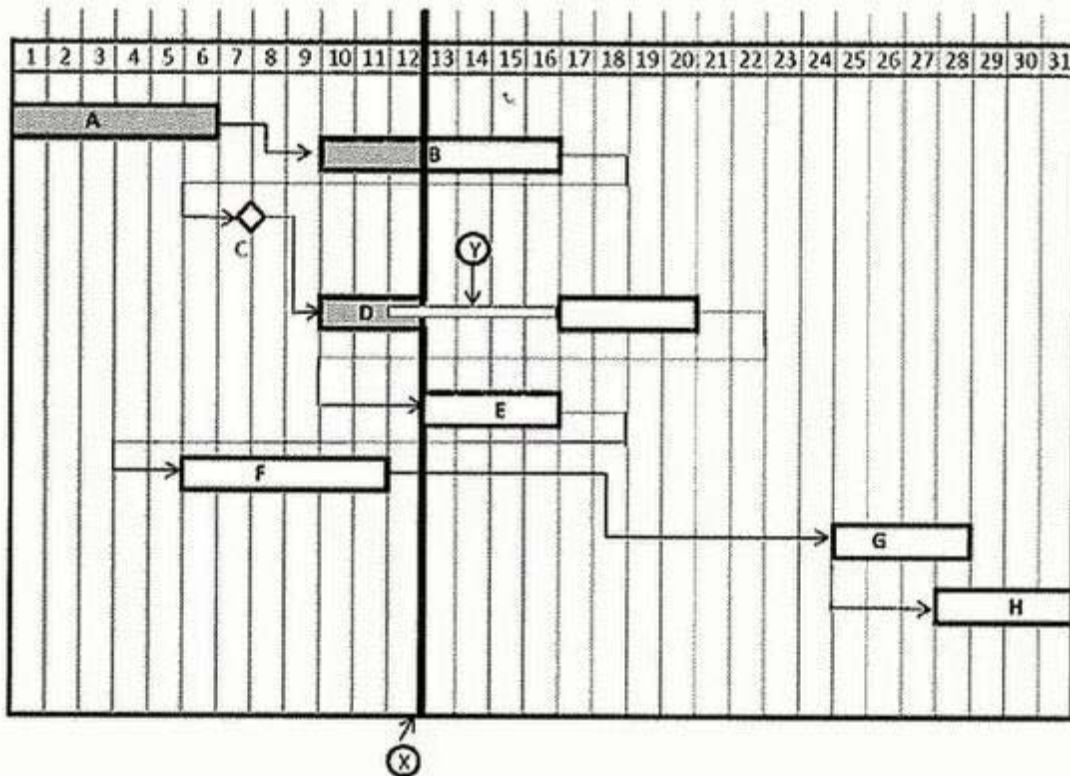
**Answer: D**

### Question: 6

What does the narrow band at "Y" represent?



Refer to the time-scaled network diagram and other information to answer the following questions. Please consider this to be the entire network.



	Original Duration
Activity A	5
Activity B	5
Activity C	0
Activity D	5
Activity E	4
Activity F	3
Activity G	4

- A. Resource limitation period.
- B. A rework period.
- C. Activity inactivity.
- D. You cannot tell with the information supplied.

**Answer: C**

**Question: 7**

What is the result of a forward pass calculation?

- A. Value of total float for individual activities
- B. Early start and early finish date for individual activities
- C. Value of free float for individual activities
- D. Critical path

**Answer: B**

### Question: 8

Time-scaled logic diagrams are

- A. Only calculated using a computer.
- B. The same as a pure-logic diagram.
- C. Used to calculate the most probable activity duration.
- D. Logic networks that are drawn to match the calendar.

**Answer: D**

### Question: 9

The work breakdown structure is used to organize

- A. "Smart activity ID codes" representing similar items of scheduled work
- B. The chart of accounts
- C. Similar activity coding of schedule activities
- D. The smallest defined work packet

**Answer: D**

### Question: 10

In order for a claimant to be entitled to an extension of contract time for a delay event (and further to be considered compensable):

- A. The delay must affect the critical path.
- B. The delay must be concurrent with the delay attributable to both parties.
- C. The delay must not cause monetary harm to the defendant.
- D. The delay must affect the contractor's planned construction schedule.

**Answer: A**

## Question: 11

An early start constraint dictates

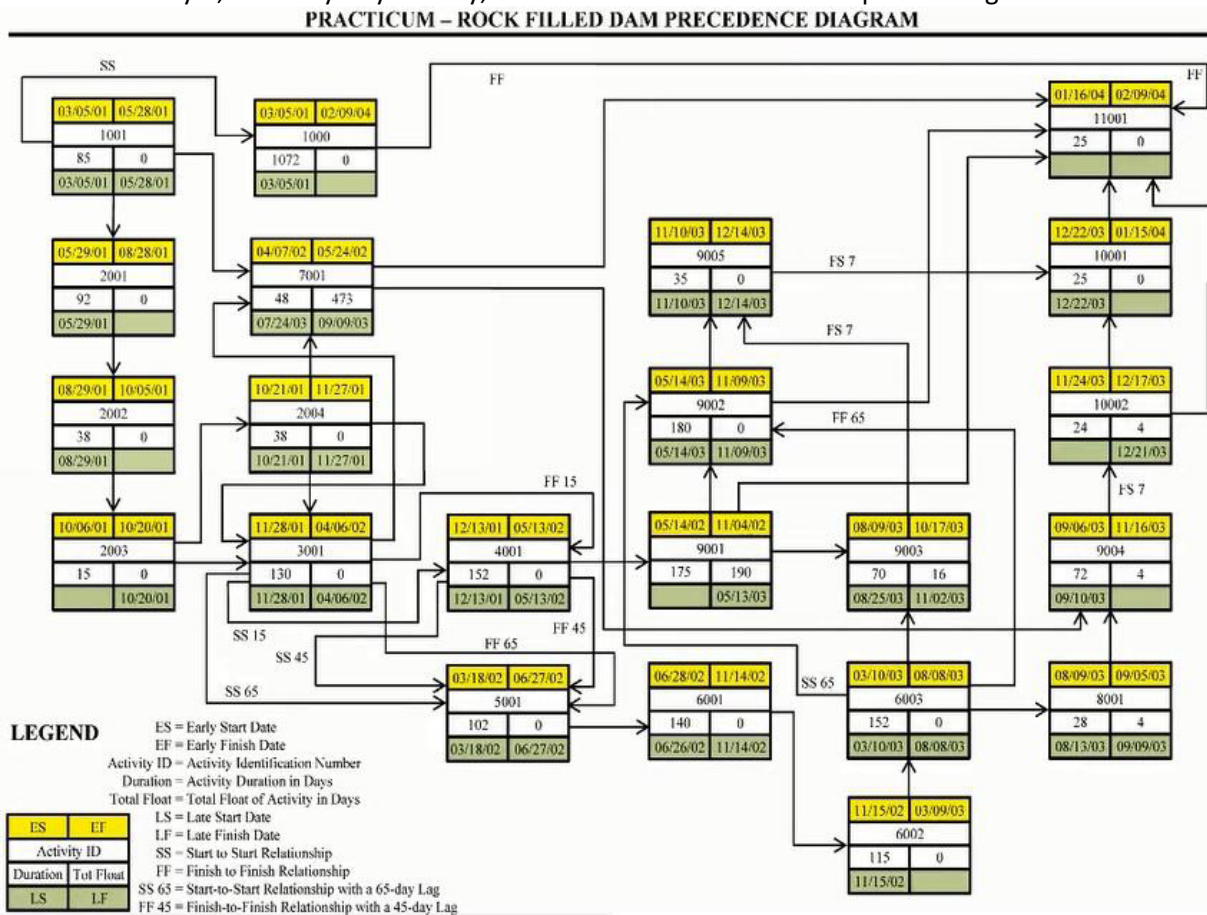
- A. An activity's remaining duration.
- B. The planned start of a successor activity
- C. The planned start of an activity.
- D. The actual start of an activity.

**Answer: B**

## Question: 12

Scenario:

The entire network consists of the following activities and relationships. Activity A is twenty days long and is tied to Activity B, a ten-day activity, with a finish-to-finish tie with a lag value of five. Activity B is tied to Activity C, a twenty-day activity, with a start-to-start relationship with a lag value of five.



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Scope Known about Rock-Filled Dam Project:

The dam requires river diversion and work over two or more rainy seasons. The contract is lump sum, competitively bid, and will be self-performed. The owner has attempted to shift all risk to the contractor by employing "no differing sit conditions" and "no damage for delay" clauses. There is a bonus/penalty provision of \$2,500 per calendar day for early or late delivery. The early completion bonus is capped at \$500,000, with no cap for late delivery penalty.

Liquidated damages end at the finish of demobilization. Indirect costs per calendar day are \$2,800 for the

"normal" schedule and \$3,200 for the "crashed" schedule. The winter/wet weather season is 151 days between October 15 and March 25 of each year, reduces the efficiency of the contractor's operations by 20% and costs the contractor \$10,000 per day. Assume a start date of March 5, 2001 and use a 7-day work week.

The following table lists work activities as planned by the contractor.

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
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Theoretically construct a summary activity for only those activities with a finish-to-start relationship for Activities 8001 through 10001. Using the "normal" schedule, what is the cost of this hammock?

- 
- A. \$420,000.
  - B. \$307,000.
  - C. \$524,000.
  - D. \$552,000.

**Answer: D**

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