

PMI

Exam Questions PgMP

Program Management Professional (PgMP)



NEW QUESTION 1

- (Topic 1)

A new program is being initiated for the HNQ Organization. The program manager is working with the business analyst and management to define several attributes of the program. All of the following are identified during program initiation except for which one?

- A. Program risk
- B. Program benefits
- C. Program scope
- D. Link to organizational strategy

Answer: A

NEW QUESTION 2

- (Topic 1)

You are the program manager of the HNG Program. This program has a budget at completion of \$2,345,900 and is expected to last two years. The program is currently 30 percent complete and you have spent \$789,000. The program is supposed to be 35 percent complete but do to some delays you're slightly behind schedule. Based on this information, what is the schedule variance (SV) of this program?

- A. -\$85,230
- B. \$821,065
- C. -\$284,100
- D. -\$117,295

Answer: D

NEW QUESTION 3

- (Topic 1)

You are the program manager for the NHQ Program. Your program has a budget of \$4,500,000 and has lasted for two years. Your program has just completed its final deliverable and you're completing the final program closure processes. What document must the program customer must now sign as part of program closure?

- A. The customer must now sign the program scope.
- B. The customer must now sign the payment for the program work.
- C. The customer must now sign the certificate of program closure.
- D. The customer must now sign the operational transfer agreement.

Answer: C

NEW QUESTION 4

- (Topic 1)

Marty is the project manager of the recently completed NHK Project. The project was deemed successful by the project customer and they have signed the formal acceptance documentation. Marty has written the final project report, released the project team, and completed the lessons learned documentation. What else should Marty do in the closure of the NHK Project?

- A. Summarize the project variance.
- B. Archive the project records.
- C. Summarize the project risks costs.
- D. Close the project office.

Answer: B

NEW QUESTION 5

- (Topic 1)

As a program manager you must also understand the project management lifecycle and the project lifecycle. What is the difference between the two?

- A. The project management lifecycle and the project lifecycle are the same thing.
- B. The project management lifecycle is comprised of the phases initiating, planning, executing, monitoring and controlling, and closing.
- C. The project lifecycle is comprised of phases that are unique to the project work.
- D. The project management lifecycle is unique to each project while the project lifecycle is universal to all projects.
- E. The project management lifecycle is universal to all projects and the project lifecycle is unique to each project.

Answer: D

NEW QUESTION 6

- (Topic 1)

A knowledge area defines a subset of program management and its processes within that domain. For example, the knowledge area of quality management includes the processes related directly to quality management only. Which knowledge area ensures that all knowledge areas interact correctly with one another?

- A. Program benefits management
- B. Program management planning
- C. Integration management
- D. Communications management

Answer: C

NEW QUESTION 7

- (Topic 1)

You are the program manager of the JNH Program. Tom, a project manager in your program, has just completed his project and is ready to officially close his project. You agree that Tom's project is completed. What role do you play in Tom's project closure?

- A. You must ensure that the project sponsor closes the project.
- B. You must ensure that that the projects within the program have been closed at the project level.
- C. You must close the project before operations closes the project.
- D. You must ensure that the program management team closes the project for the project manager.

Answer: B

NEW QUESTION 8

- (Topic 1)

In which of the following processes is the program charter created?

- A. Establish Program Financial Framework
- B. Plan Program Scope
- C. Initiate Program
- D. Develop Program Management Plan

Answer: C

NEW QUESTION 9

- (Topic 1)

Robert is the program manager of the NHQ Program. His team has never worked with one another before this program and he is worried about their abilities to become a team in very short order. He would like to create a team development exercise to facilitate this process. Robert will need all of the following information except for which one to facilitate team development?

- A. Risk management plan
- B. Program management plan
- C. Personnel records
- D. Training records

Answer: A

NEW QUESTION 10

- (Topic 1)

Part of your job as the program manager is to coach the project managers on their duties and goals. One of the project managers, Holly, is having trouble discerning the difference between quality assurance and quality control. She understands that she needs both to help you reach the program goals. Which statement best describes quality assurance for a project within your program?

- A. Quality assurance is an inspection-driven process to keep mistakes out of the project.
- B. Quality assurance is a prevention-driven process to keep mistakes out of the project.
- C. Quality assurance defines quality and sets goals for the project team.
- D. Quality assurance is an organization-wide process to do the work according the organizational goals and metrics.

Answer: B

NEW QUESTION 10

- (Topic 1)

Which of the following is responsible to sign off on the closure documents of a project?

- A. Project team members
- B. Project Manager
- C. End user
- D. Sponsor

Answer: D

NEW QUESTION 11

- (Topic 1)

You are the program manager for your organization and you need to define all of the program resources you'll need for your program. All of the following can be considered a program resource except for which one?

- A. A forklift
- B. Materials for the installation of a new server
- C. A positive risk response
- D. Gary, an application developer

Answer: C

NEW QUESTION 16

- (Topic 1)

You are the program manager for your organization and you are preparing to launch several constituent projects within your program. You need to ensure that each project manager is authorized to utilize the appropriate project and program resources in order to complete the project requirements. What document do you need to create for each constituent project in your program to ensure that each project manager can use the appropriate resources?

- A. Project charter
- B. Project scope statement
- C. Project resource requirements document
- D. Roles and responsibilities chart

Answer: A

NEW QUESTION 17

- (Topic 1)

You are the program manager for your organization and are planning the roles and responsibilities in your program. You would like to create a RACI chart for the program work. What does RACI mean?

- A. It is a roles and responsibilities chart that uses responsible, accountable, consult, and inform responsibilities as the chart legend.
- B. It is a roles and responsibilities chart that uses responsible, action, consult, and interest responsibilities as the chart legend.
- C. It is a roles and responsibilities chart that uses resource, action, contribute, inform responsibilities as the chart legend.
- D. It is a roles and responsibilities chart that uses responsible, accountable, contribute, and inform responsibilities as the chart legend.

Answer: A

NEW QUESTION 22

- (Topic 1)

You are the program manager for your organization. You have created a statement of work, request for proposal, and an invitation to a bidder's conference for 17 possible vendors. During the conference there were questions about your request for proposal and statement of work that led to clarifications. After the vendor conference you should update what information to send back to the vendors?

- A. Request for bid documents
- B. Proposals
- C. Statement of work
- D. Program management plan

Answer: C

NEW QUESTION 25

- (Topic 1)

Your company and a competing company have created a teaming agreement for an opportunity. Through this team agreement you and your competitor can complete a major program for a client. This is, technically, a risk response for both organizations. What type of risk response are you dealing with in this instance?

- A. Teaming
- B. Exploiting
- C. Accepting
- D. Sharing

Answer: D

NEW QUESTION 26

- (Topic 1)

You are the program manager for your organization. You are examining the order of the activities in your program schedule and would like to change some of the ordering to alleviate scheduling conflicts, risks, and based on your experience with the discipline the program uses. Some of the activities you can rearrange while some of the activities must be completed in a particular order. What term describes the activities that can happen in any order?

- A. Finish on constraints
- B. Discretionary dependencies
- C. Mandatory dependencies
- D. Benefits management dependencies

Answer: B

NEW QUESTION 29

- (Topic 1)

Mike is the program manager of the NHQ Program. Mike and a vendor are in disagreement over the deliverable the vendor has created for Mike's program. Mike does not believe the vendor has correctly created the deliverable, while the vendor is adamant that his company has indeed completed the contract. Both parties have documented their stance in the debate.

This is an example of what?

- A. Breach of contract
- B. Issue
- C. Risk
- D. Claim

Answer: D

NEW QUESTION 30

- (Topic 1)

Martha is sharing her experience of her last project as the project manager. She tells that when she presented customer a formal acceptance and sign-off document, they refused to sign, claiming that the product does not meet their expectation. Taking which of the following steps could have been prevented the situation? Each correct answer represents a complete solution. Choose all that apply.

- A. Performing quality inspections regularly
- B. Archiving sign-off at important milestones
- C. Documenting the requirements
- D. Completing the project behind the schedule

Answer: ABC

NEW QUESTION 35

- (Topic 1)

Joan is the program manager for her organization. Management has asked her to create a centralized reporting system to capture information on program work, risks, changes, benefits management, and other aspects of the program. What solution can Joan implement to capture, communicate, and record the information management wants?

- A. Program management information system
- B. Program management integrated change control
- C. Change control systems
- D. Program management plan execution

Answer: A

NEW QUESTION 40

- (Topic 1)

Eric is the project manager of the NQQ Project and has hired the ZAS Corporation to complete part of the project work for Eric's organization. Due to a change request the ZAS Corporation is no longer needed on the project even though they have completed nearly all of the project work. Is Eric's organization liable to pay the ZAS Corporation for the work they have completed so far on the project?

- A. It depends on what the outcome of a lawsuit will determine.
- B. No, the ZAS Corporation did not complete all of the work.
- C. It depends on what the termination clause of the contract stipulates.
- D. Yes, the ZAS Corporation did not choose to terminate the contract work.

Answer: C

NEW QUESTION 44

- (Topic 1)

You are the program manager for your organization. You and your program team have been creating and transferring the program benefits to operations as feasible in your program execution. The process of delivering the program's benefits describes what process in program management?

- A. Quality control
- B. Benefits management
- C. Direct and manage program execution
- D. Quality assurance

Answer: C

NEW QUESTION 46

- (Topic 1)

What is the formula to determine earned value (EV) for a program?

- A. Percent complete times percent remaining in the program
- B. Percent completes time the program cost estimate
- C. Percent complete times the program budget at completion
- D. Percent complete times the program cost of labor and materials

Answer: C

NEW QUESTION 49

- (Topic 1)

You are the program manager of the GHY Program in your organization. It has come to your attention that some of the project managers in your program are adding time to each project activity in an effort to pad their durations in case some event happens in their project that will cause delays. What principle should you share with these project managers that counterattack the concept of padding activities with additional time?

- A. Parkinson's Law
- B. Law of Diminishing Returns
- C. 80/20 Law
- D. Pareto's Law

Answer: A

NEW QUESTION 51

- (Topic 1)

You are the program manager for your company and are monitoring and controlling several aspects of your program. You want to make certain that you're including all areas that need to be monitored and controlled. Which one of the following is not something you'll have to monitor and control as a program manager?

- A. Materials required by the program
- B. Equipment your program uses
- C. Susan the application developer in your program
- D. Stakeholder identification

Answer: D

NEW QUESTION 53

- (Topic 1)

You are the program manager for your organization. Your program team has 43 people that all need to be monitored and controlled. You would like to create a standardized report that you can use to monitor, control, and record the performance of each staff member in your program. What type of report can you create that will help you track your staff and their performance?

- A. Performance reports
- B. Staff variance reports
- C. Exceptions report
- D. Lessons learned

Answer: A

NEW QUESTION 54

- (Topic 1)

What percentage of communication is nonverbal?

- A. 55 percent
- B. 50 percent
- C. 90 percent
- D. 45 percent

Answer: A

NEW QUESTION 59

- (Topic 1)

You are the program manager for your organization. Management has asked you to create a method to track the program stakeholders' concerns, threats, and demands for communication. They would like you to map out each stakeholder or stakeholder group and identify trends within the chart to help your program communicate better. What type of a chart should you create for management?

- A. RACI chart
- B. Stakeholder analysis chart
- C. Roles and responsibilities chart
- D. Communication matrix

Answer: B

NEW QUESTION 63

- (Topic 1)

Andy is the program manager of the HQN Program. This program is nearing its completion and there is still \$25,000 left in the program budget. Andy has asked the program team to identify some extra deliverables that can be included in the program scope to improve the program deliverable but also to use all of the funds in the budget. What term is assigned to the actions that Andy is trying to do in this instance?

- A. Value-added change requests
- B. Zero based budgeting
- C. Integrated change control
- D. Gold plating

Answer: D

NEW QUESTION 68

- (Topic 1)

You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes do not enter into the project. What type of action have you provided in this scenario?

- A. This is an example of a preventive action.
- B. This is an example of team development.
- C. This is an example of quality assurance.
- D. This is an example of a corrective action.

Answer: A

NEW QUESTION 69

- (Topic 1)

You are the program manager for your organization. Management would like to consider the present value for your program. If your program is predicted to be

worth \$450,000 in two years what is the present value of the program if the interest rate is six percent?

- A. \$400,498
- B. \$521,345
- C. \$505,620
- D. \$385,450

Answer: A

NEW QUESTION 70

- (Topic 1)

Two project managers in your program, Marcy and Mary, are not agreeing with the scheduling of project resources and they have asked for your help to determine the resolution. They are refusing to speak with each other and each is telling you that the other person is scheduling project resources for the project that are already scheduled to complete the work. In the communication model, what component represents the disagreement of these two project managers and their refusal to speak with each other about a resolution?

- A. Conflict
- B. Noise
- C. Barrier
- D. Ad hoc

Answer: C

NEW QUESTION 73

- (Topic 1)

You are the program manager for your organization and are working on gathering the requirements for a new solution and mission statement. There are several instances in the stakeholder pool where the stakeholders and their manager are being queried on possible requirements. You worry that the subordinates may have requirements, ideas, and suggestions to offer but they may be not submitting their thoughts because they do not want to contradict their managers. You believe you need a method to gather all requirements without the stakeholders having any fear of retribution. Which one of the following allows you to anonymously gather iterations requirements and still allow for all stakeholders to review what has been submitted in an attempt to find consensus?

- A. Delphi Technique
- B. Focus groups
- C. Web surveys
- D. Workshops

Answer: A

NEW QUESTION 78

- (Topic 1)

You are the program manager for your organization and are planning the program. One of the plans you need to create will define how you'll transfer the benefits of the program to the operations of your organization. Which program management plan defines this process?

- A. Operational transfer plan
- B. Program transition plan
- C. Benefits transfer plan
- D. Program closure plan

Answer: B

NEW QUESTION 82

- (Topic 1)

What should a program manager do when a scope change has been approved that will drastically affect the program costs assuming that the costs will be added to the program budget?

- A. Adjust the cost baseline
- B. Communicate cost of the change to all stakeholders
- C. Adjust the quality baseline
- D. Communicate the change to all stakeholders

Answer: A

NEW QUESTION 83

- (Topic 1)

Your program has a budget at completion of \$1,550,000 and is expected to last one year.

Currently your program is 45 percent complete and has spent \$725,000. According to the program schedule you are actually to be fifty percent complete by this time, but due to some vendor delays your program is running just a bit late. Based on this information which is performing worse, the cost or schedule?

- A. The schedule is performing worse because the SPI is .90
- B. The cost is performing worse because the EAC is \$1,611,111.
- C. The schedule is performing worse because the SV is -\$27,500.
- D. The cost is performing worse because the CPI is .96.

Answer: A

NEW QUESTION 85

- (Topic 1)

You are the program manager for your organization. When a project in your program is completed, who will need to sign the certificate of completion?

- A. The project manager
- B. The program customer
- C. The program stakeholders
- D. The project management team

Answer: B

NEW QUESTION 89

- (Topic 1)

You are the program manager for your company and management wants you to identify how you'll make decisions in the program planning processes. What program management document should serve as the baseline for all future program decisions?

- A. Program budget
- B. Program management plan
- C. Program scope statement
- D. Program requirements

Answer: C

NEW QUESTION 94

- (Topic 1)

You are the program manager for your organization. Your current program is to create a new recreational facility in your city. Franklin, the Chief Executive Officer, is concerned about meeting all of the financial and schedule requirements of the proposed program. Martina, the mayor of your town, wants to make certain the program meets all safety requirements and building codes. Your supervisor, Mary Ann, is the Program Director, and she is concerned about the start date of your program. Another stakeholder, Hal, is worried that your resources may be spread thin on the program as some of the resources are on multiple projects in your program. To whom will you report to in this program?

- A. Franklin
- B. Martina
- C. Hal
- D. Mary Ann

Answer: D

NEW QUESTION 95

- (Topic 1)

You are the project manager for your organization and are working with the project stakeholders and the business analyst to define all of the deliverables the project is to create. The stakeholders would like the option of adding more deliverables later in the project and keeping the requirements somewhat open for changes. You explain to the business analyst that you need a set of requirements that define exactly what needs to be delivered for the project. What document are you trying to create in this early stage of the project?

- A. Requirements technical documentation
- B. Project scope statement
- C. Project charter
- D. Detail design document

Answer: B

NEW QUESTION 96

- (Topic 1)

A program has a BAC of \$1,750,000 and is expected to last two years. The program is currently at the third milestone which represents 35 percent of the program work. As it happens, this program has already spent \$620,000 of the budget. Management is concerned that the program may also be slipping on schedule because the program should be forty percent complete by this time. Based on this information which type of performing is present in this scenario?

- A. Schedule, because the program's planned value is only \$700,000.
- B. Cost, because the program has a cost variance of -7,500
- C. Schedule, because the program has a schedule performance index of .88.
- D. Cost, because the program has an estimate to complete of \$1,151,429.

Answer: C

NEW QUESTION 97

- (Topic 1)

Kelly's program is slipping on its schedule. Management is worried that the program will be late and this will cost the organization several thousand dollars in fines and penalties. They've asked Kelly to use a schedule duration compression technique that will help the program finish on time. The technique that Kelly can use, however, should not add costs to the program. What duration compression technique should Kelly use in this instance?

- A. Crash the program
- B. Add lead time to the program
- C. Trim the program scope
- D. Fast track the program

Answer: D

NEW QUESTION 99

- (Topic 1)

You are the program manager for your organization. Your program has recently completed its program scope and you've transferred the benefits to the operations of your organization. Before your program is considered closed you must complete some forms and procedures as required by your organization. The requirements to complete the forms and paperwork are also known as what?

- A. Program administrative closure
- B. Enterprise environmental factors
- C. Closing processes
- D. Organizational process assets

Answer: B

NEW QUESTION 102

- (Topic 1)

You are the program manager for your organization that utilizes vendors from several different organizations. A vendor has submitted an invoice for the work they have completed in your program. You have reviewed the work results and agree with the vendor that their contractual obligation is complete. What should you do next in regard to the vendor's invoice?

- A. Approve the payment request
- B. Finalize the performance report
- C. Examine the contract
- D. Complete a financial audit of the work

Answer: A

NEW QUESTION 104

- (Topic 1)

You are the program manager of the NHQ Program for your organization. Your program has 14 constituent projects that are all creating benefits and deliverables for your program. You have recently terminated the GHW Project in your program because you've made trade-offs with other program projects and the deliverables of the GHW Project are no longer affordable. What project management activity should happen in the GHW Project?

- A. Quality audit
- B. Scope verification
- C. Scope control
- D. Financial audit

Answer: B

NEW QUESTION 109

- (Topic 1)

You are the program manager for your organization. You have created a program that will create things for the organization throughout the program not only at program closure. All of the following are elements that you may transfer to the organization throughout the program's life cycle except for which one?

- A. Benefits
- B. Risk management outcomes
- C. Program personnel
- D. Outputs from team development

Answer: C

NEW QUESTION 113

- (Topic 2)

A risk response in a project in your program has actually caused new risks. What term is assigned to the new risks that a risk response has created?

- A. Reactionary risks
- B. Chain risks
- C. Secondary risks
- D. In flux risks

Answer: C

NEW QUESTION 115

- (Topic 2)

You are the program manager for the HNY Corporation and you complete programs for other companies in your role. You have just been assigned a new program that is very similar to a recently completed program you did for your company. Management has asked you to create a cost estimate for the program so you base your current cost estimate on the recently finished program. What type of estimating technique have you used in this instance?

- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Rough order of magnitude

Answer: C

NEW QUESTION 117

- (Topic 2)

Julie is the program manager of the NHQ Program for her organization and she believes the program is now complete. Julie is closing her program, and she's working with her program sponsor to review the program's deliverables and benefits. Janet, the program sponsor, is very pleased with the program and agrees that the program has met the program scope. What should Julie and the program sponsor do next?

- A. Close the constituent projects before closing the program
- B. Complete the program's budget
- C. Release the program's resources
- D. Sign the certificate of program closure

Answer: D

NEW QUESTION 122

CORRECT TEXT - (Topic 2)

You are the program manager for your organization and you are trying to determine the possible outcomes of a risk event. You're analyzing the risk event's worst case scenario, most likely scenario, and optimistic scenario to simulate the possible affects of the risk on the program's cost, time, and scope ramifications. What simulation technique are you using in this situation?

- A. Monte Carlo simulation
- B. Sensitivity analysis
- C. Force field analysis
- D. Decision tree analysis

Answer: A

NEW QUESTION 126

- (Topic 2)

A team member has made a mistake during the installation of a fixture in your program. You have requested that the team member should correct the problem so that the fixture is installed properly. Once the team members has corrected the problem what action should be taken next?

- A. Defect repair validation
- B. Lesson learned documentation
- C. Corrective actions
- D. Preventive actions

Answer: A

NEW QUESTION 131

- (Topic 2)

What is the primary purpose of a project kick-off meeting?

- A. To establish why the project has been initiated.
- B. To establish the direction and purpose of the project management plan.
- C. To establish the roles and responsibilities of the stakeholders.
- D. To establish who the project manager and project sponsor are for the project.

Answer: A

NEW QUESTION 132

- (Topic 2)

You are the program manager of the GHY Program. Your program team has identified a risk dealing with the materials you will be using in the program. It is possible that if the materials are not installed properly they will cause serious damage in future phases of the program. Your team has recommended additional training and a consultant to help the team members install the material accurately to reduce the likelihood of the risk event. You agree and the team executes the risk response. What type of risk response have you implemented in this situation?

- A. Enhancing
- B. Workaround
- C. Mitigation
- D. Avoidance

Answer: C

NEW QUESTION 136

- (Topic 2)

You are the program manager for your organization and are planning the composition of the project team. In your organization resources are used from throughout the company and may serve on more than one project. While you, the program manager, will have most of the authority on the program you want the project managers to have authority over the project decisions. What type of an organizational structure does your organization have?

- A. Strong Matrix
- B. Functional
- C. Weak Matrix
- D. Projectized

Answer: A

NEW QUESTION 137

- (Topic 2)

Ben is the program manager for his organization. He's working with program team to determine what activities need to be completed in order to move the program into execution. He and the team are subdividing the program scope into smaller, manageable components to determine the activity list. What is Ben and his program team creating by subdividing the program scope in this scenario?

- A. Work breakdown structure
- B. Program network diagram
- C. Program scope baseline
- D. Activity list

Answer: A

NEW QUESTION 138

- (Topic 2)

Leigh is working with the project stakeholders to define the project scope. The stakeholders are deciding on what type of flooring their new hotel should have in the lobby. They have narrowed their choices to either carpet or tile. The two acceptable choices of carpet or tile during scope definition is an example of what planning approach?

- A. Alternative identification
- B. Work packages
- C. Requirements
- D. Scope decomposition

Answer: A

NEW QUESTION 142

- (Topic 2)

You are the program manager for your organization. This program will last for two years and has eight projects. The cost of your program is \$4 million and there are some risk concerns that may affect the overall cost of the program. Management is concerned with how long it will take the program to reach the management horizon. What is management horizon also known as?

- A. Payback period
- B. Cost performance index
- C. Cost-to-benefits ratio
- D. Return on investment

Answer: A

NEW QUESTION 143

- (Topic 2)

Which of the following types of floats are available? Each correct answer represents a complete solution. Choose two.

- A. Half float
- B. Full float
- C. Total float
- D. Free float

Answer: CD

NEW QUESTION 145

- (Topic 2)

You are the program manager for your organization and are planning the program. One of the plans you need to create will define how you'll transfer the benefits of the program to the operations of your organization. Which program management plan defines this process?

- A. Program transition plan
- B. Program closure plan
- C. Operational transfer plan
- D. Benefits transfer plan

Answer: A

NEW QUESTION 146

- (Topic 2)

You are the program manager of the NHQ Program. You will need to initiate six projects for your program. When should project initiating happen within a program?

- A. Whenever the program needs to initiate projects, it may, as long as the program has not entered the closing processes of the program.
- B. With program execution
- C. With program initiation
- D. With program planning

Answer: A

NEW QUESTION 147

- (Topic 2)

Your program has a budget at completion of \$1,550,000 and is expected to last one year.

Currently your program is 45 percent complete and has spent \$725,000. According to the program schedule you are actually to be fifty percent complete at this, but due to some vendor delays your program is running just a bit late. Management is concerned that your program will not be able to recoup the costs of the expenses. They've asked you to determine the cost variance for the program. What is the cost variance based on this information?

- A. -\$27,500
- B. -\$77,500
- C. -\$61,111
- D. .90

Answer: A

NEW QUESTION 152

- (Topic 2)

Gary is program manager for his organization. His current program is over budget and is slipping on the program schedule. Management has demanded a change to the program scope. What is the most likely type of change management would make to this program scope?

- A. A change to add additional funds to the program scope
- B. A change to reduce the program scope
- C. Anything that management demands
- D. A change to add additional time to the program schedule

Answer: B

NEW QUESTION 153

- (Topic 2)

What quality control chart compares two or more variables over time to determine how closely the variables may be related to one another?

- A. Run chart
- B. Scatter diagram
- C. Control chart
- D. Pareto diagram

Answer: B

NEW QUESTION 158

- (Topic 2)

You are the program manager for your project. You are working with the project managers regarding the procurement processes for their projects. You have ruled out one particular contract type because it is considered too risky for the program. Which one of the following contract types is usually considered to be the most dangerous for the buyer?

- A. Cost plus incentive fee
- B. Cost plus percentage of costs
- C. Time and materials
- D. Fixed fee

Answer: B

NEW QUESTION 162

- (Topic 2)

Joan is the program manager for her organization. Throughout the program life cycle there will be several elements, resources, and benefits that can be transitioned from her program to the organization. What document defines how these things can be transferred from the program to the organization?

- A. Operational transfer alliance plan
- B. Program milestone list
- C. Program transition agreement
- D. Program scope statement

Answer: C

NEW QUESTION 164

- (Topic 2)

You are the program manager of the HNG Program. This program has a budget at completion of \$2,345,900 and is expected to last two years. The program is currently 30 percent complete and you have spent \$789,000. The program is supposed to be 35 percent complete but do to some delays you're slightly behind schedule. Based on this information, what is the schedule performance index (SPI) for this program?

- A. \$821,065
- B. .86
- C. 1.05
- D. .89

Answer: B

NEW QUESTION 169

- (Topic 2)

You are the program manager for your organization. You have proposed a program that will cost \$750,000 and will last for four years. Management is concerned with the cost of the program in relation to the return your program will bring. If the rate of return is six percent what is the minimum value your project should return in four years based on the investment of the program?

- A. \$750,000
- B. \$795,000
- C. \$750,001

D. \$946,857

Answer: D

NEW QUESTION 172

- (Topic 2)

You are the program manager for your organization. One of the projects within your program is to install 15,000 light fixtures throughout your organization's corporate campus. The new fixtures will save on electrical costs. Which one of the following choices is an ideal approach to quality assurance and the installation of the light fixtures for this project team?

- A. The cost and time of each installation should go down because of the learning curve.
- B. The project manager should work with the project team to understand how each fixture is to be installed.
- C. The project team members should develop their own system for installation of the fixtures.
- D. Use a checklist for the installation because it is repeatable work.

Answer: D

NEW QUESTION 177

- (Topic 2)

Wanda is the program manager for her organization. Her program team consists of resources from across the organization - many of whom have not worked together before. Wanda thinks that she'll need to complete some team development but would like to focus the development on the materials and activities that the program team will need to complete in the program. What plan should Wanda reference and update to complete her team development process?

- A. Training plan
- B. Communications management plan
- C. Staffing management plan
- D. Requirements management plan

Answer: A

NEW QUESTION 179

- (Topic 2)

Which project management meeting allows stakeholders to meet one another and to learn about the project?

- A. Project scope review
- B. Project authorization meeting
- C. Project status meeting
- D. Project kick-off meeting

Answer: D

NEW QUESTION 182

- (Topic 2)

What cost estimating approach uses the work breakdown structure to create a cost estimate?

- A. Analogous
- B. Definitive
- C. Top down
- D. Parametric

Answer: B

NEW QUESTION 186

- (Topic 2)

You are the program manager for your organization and your team has reported on a new issue among your program stakeholders. You want to address this issue as soon as possible, but it will need to be studied and reviewed. You recommend that Shirley, one of your program team members, study the issue and present a few solutions in a week's time. What else should you do with the issue?

- A. Determine the time and cost of researching the issue for resolution.
- B. Record the issue in the issue log.
- C. Document the issue in the lessons learned.
- D. Communicate with the stakeholders that you are addressing the issue.

Answer: B

NEW QUESTION 187

- (Topic 2)

Wan is the program manager for his organization. He has been hearing reports that some project team members are complaining about the number of hours they're required to work on the program's projects and that some scheduling of team assignments are conflicting with their regular operational duties. You investigate the problem and agree that many team members are being assigned too much work within a given time period. You decide to enforce resource leveling heuristics to thirty hours of project work per week maximum. What will likely happen to the program and projects?

- A. The schedule to complete the work will take longer.
- B. The cost of the program and project will increase.
- C. The risks of failure will increase.
- D. The morale of the project managers will decline.

Answer: A

NEW QUESTION 192

- (Topic 2)

Management is trying to determine which program to initiate. Each of the potential programs has the possibility of creating an income for each it is in existence. Management would like to consider the present value for each year a program creates a return on investment. What program selection method is management using in this instance?

- A. Present value
- B. Internal rate of return
- C. Time value of money
- D. Net present value

Answer: D

NEW QUESTION 195

- (Topic 2)

Hans is the program manager for his organization. His current project has seven constituent projects that each will create deliverables for the organization. Who is responsible for the project deliverables in this scenario?

- A. Project managers
- B. Hans
- C. Program director
- D. Hans and each project manager

Answer: A

NEW QUESTION 198

- (Topic 2)

Mary has just completed a large program for her organization. What should Mary now do with the program records that she has created throughout the program?

- A. The program records should be archived with the program customer.
- B. The program records should be archived with the program sponsor.
- C. The program records should be archived as part of organizational process assets.
- D. The program records should be archived as part of enterprise environmental factors.

Answer: C

NEW QUESTION 201

- (Topic 2)

You are the program manager of the NQA Program. In this program you're planning which contract types you'll allow into the program and which ones you will not. One contract type you won't accept is the cost plus percentage of cost contract. Which of the following is a valid reason you would not allow this contract type into your program?

- A. The contract type requires the vendor to provide a fee for the time invested and the materials used.
- B. The contract type allows the vendor to change the price of the work he's completed.
- C. The contract type allows is the most dangerous for the buyer.
- D. The contract type requires the vendor to provide a fixed price for the work.

Answer: C

NEW QUESTION 205

- (Topic 2)

You are the program manager for your organization and are working with your team to create the program scope management plan. This plan defines several things in your program except for which one of the following?

- A. How quality control will be included in the scope
- B. How changes may be allowed to enter the program scope
- C. How the program scope will be created for your program
- D. How the program scope will be controlled

Answer: A

NEW QUESTION 207

- (Topic 2)

You have identified several issues in your program and have assigned issue owners. What component of program management oversees issue resolution?

- A. Program governance
- B. Program risk management
- C. Quality assurance
- D. Issue owner management

Answer: A

NEW QUESTION 208

- (Topic 2)

You are trying to determine if you should buy or build a solution for your program. If you build the solution it'll cost you \$45,000 to create and \$7,000 per month to support. A vendor reports that they can create the solution for you for \$1,000 but you'll have to pay them \$9,000 per month to support the solution. Should you buy or build this solution?

- A. Build the solution if you'll use it longer than 22 months.
- B. Buy the solution if you'll use it longer than 24 months.
- C. Buy the solution if you'll use it longer than 22 months.
- D. Build the solution if you'll use it longer than 25 months.

Answer: A

NEW QUESTION 210

- (Topic 2)

You are the program manager for your organization and are reviewing several proposed change requests for your program. Mary, a stakeholder, who has made a change request is asking why it is taking you so long to review the change. You tell her that you must perform integrated change control to review each change request. What is integrated change control?

- A. It is the review of the impact of the change on the program's knowledge areas.
- B. It is the review of the impact of the change on the time, cost, scope, and quality baselines.
- C. It is the review of the impact of the change on the program's triple constraints.
- D. It is the review of the impact of the change on the program's Iron Triangle.

Answer: A

NEW QUESTION 215

- (Topic 2)

What duration compression technique typically adds risk when it's used during a program?

- A. Lead time generation
- B. Fast tracking
- C. Resource leveling heuristics
- D. Crashing

Answer: B

NEW QUESTION 219

- (Topic 2)

You are the program manager of the NHQ Program. The program has reached its final deliverable and the certificate of completion has been created for the program. What else should you, the program manager, create at this time?

- A. Life cycle costing estimates
- B. Lessons learned documentation
- C. Operational transfer plan
- D. Program closure reports

Answer: D

NEW QUESTION 224

- (Topic 2)

Gina is the program manager for her organization and is reviewing the results of quality control. She would like to create a chart that shows the categories of defects within the program so that she and the program team can address the largest categories in descending order. Which one of the following is the best chart for Gina in this situation?

- A. Cause and effect chart
- B. Pareto chart
- C. Control chart
- D. Ishikawa chart

Answer: B

NEW QUESTION 226

- (Topic 2)

You need to create a document that will define the costs, resources, and characteristics of each deliverable the program will create. What document should you create?

- A. Program work breakdown structure
- B. Program work breakdown structure dictionary
- C. Program charter
- D. Program scope statement

Answer: B

NEW QUESTION 228

- (Topic 2)

In your program you must adhere to Six Sigma as part of your organization's enterprise environmental factors. There is terminology, reports, and measurements that you are expected to use as part of your program. Six Sigma is an example of what program management process?

- A. Quality control
- B. Process improvement
- C. Scope verification
- D. Quality assurance

Answer: D

NEW QUESTION 233

- (Topic 2)

Which one of the following is the best example of transference?

- A. Your program has some very dangerous activities so you hire a training company to train your program team.
- B. Your program creates an opportunity that your company can realize on its own so it brings in a competitor to help seize the opportunity.
- C. Your program must be completed by a given deadline as government inspectors are scheduled to review the work to determine its accuracy.
- D. Your program is dealing with a new technology that you and your program team are not familiar with so you hire a consulting company to complete this work for you.

Answer: D

NEW QUESTION 236

CORRECT TEXT - (Topic 2)

What schedule analysis simulation tool allows you, the project manager, to review possible combinations of events such as optimistic, most likely and pessimistic outcomes for your project?

- A. pert
- B. gert
- C. pmis
- D. Monte Carlo

Answer: D

NEW QUESTION 238

- (Topic 2)

You are the program manager for your organization. Your program will create a new condominium in your community. There are several concerns about the condos including the timing, the local economy, the environment, and the proposed schedule. You and your team are creating the program management plan to address these concerns along with identifying the constituent projects that will build the structures and deliverables. What group will need to review your program plan to approve the plan before you may proceed in the work?

- A. The local government
- B. The change control board
- C. The stakeholders
- D. The program board

Answer: D

NEW QUESTION 242

- (Topic 2)

You are the program manager for your organization and you're coaching Tom, an aspiring program manager, on program management. Tom is curious about controlling communications. Which one of the following is an output of the communications control process?

- A. Approved change requests
- B. Communications management plan
- C. Stakeholder analysis charts
- D. Performance reports

Answer: B

NEW QUESTION 244

- (Topic 2)

All of the following are resources that you will need to monitor and control in a program environment except for which one?

- A. Staff members
- B. Contracts
- C. Quality
- D. Equipment

Answer: B

NEW QUESTION 248

- (Topic 2)

You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes don't enter the project. What type of action have you provided in this scenario?

- A. This is an example of a corrective action.
- B. This is an example of quality assurance.

- C. This is an example of a preventive action.
- D. This is an example of team development.

Answer: C

NEW QUESTION 250

- (Topic 2)

You are the program manager for your program and are creating a communications management plan. Management wants you to address the type of communications based on the number of communication channels you'll have within the program. Currently there are 345 stakeholders in your program but next week you'll have 387 stakeholders. How many more communication channels will you have next week in your program?

- A. 59,340
- B. 15,351
- C. 861
- D. 74,691

Answer: B

NEW QUESTION 255

- (Topic 2)

You are the program manager for your organization. You are examining the order of the activities in your program schedule and would like to change some of the ordering to alleviate scheduling conflicts, risks, and based on your experience with the discipline the program uses. Some of the activities you can rearrange while some of the activities must be completed in a particular order. What term describes the activities that must happen in a particular order?

- A. Mandatory dependencies
- B. Finish on constraints
- C. Benefits management dependencies
- D. Discretionary dependencies

Answer: A

NEW QUESTION 258

- (Topic 2)

Performing quality assurance in a program can result in which one of the following?

- A. Quality control execution
- B. Scope fulfillment
- C. Quality management plan
- D. Change requests

Answer: D

NEW QUESTION 259

- (Topic 2)

You are the program manager for your organization. A new program is about to be initiated and Marcy, your assistant, asks you about the themes that all new programs must map to. All of the following are themes that you can discuss with Marcy except for which one is not a program theme?

- A. Stakeholder management
- B. Requirements analysis
- C. Benefits management
- D. Program governance

Answer: B

NEW QUESTION 262

- (Topic 2)

What is a stakeholder analysis chart?

- A. It is a matrix that identifies who must communicate with whom.
- B. It is a matrix that documents the stakeholders' requirements, when the requirements were created, and when the fulfillment of the requirements took place..
- C. It is a matrix that documents stakeholders' threats, perceived threats, and communication needs.
- D. It is a matrix that identifies all of the stakeholders and to whom they must report to.

Answer: C

NEW QUESTION 266

- (Topic 2)

Which of the following is not a phase of program life cycle?

- A. Program Initiation
- B. Program Closure
- C. Program Setup
- D. Program Planning
- E. Delivery of Program Benefits
- F. Pre-program Preparation

Answer: D

NEW QUESTION 270

- (Topic 2)

You are the program manager for your organization and are working with your program team to create the program scope. Based on the program requirements you have identified the major deliverables of each phase in your program scope. Management has requested that you plan for cost estimating to happen at each phase of the program before continuing the work. Management may elect to cancel the program at the end of each phase based on past performance of the program. What are the reviews of management called at each phase?

- A. Phase gate estimates
- B. Murder board
- C. Portfolio review sessions
- D. Kill points

Answer: D

NEW QUESTION 274

- (Topic 2)

Robert is the program manager for his organization which operates in a matrix structure.

Resources in Robert's program will be utilized on several projects in and out of his program. He wants to be certain that all of the resources will be planned accordingly and that the project managers communicate with one another about when the resources will be needed and utilized in the projects. What plan should Robert create along with the project managers to ensure that the resources are scheduled and managed effectively?

- A. Resource management plan
- B. Program management calendar
- C. Schedule management plan
- D. Resource calendar

Answer: A

NEW QUESTION 276

- (Topic 2)

You are the program manager for your organization and management has asked you to be certain to finalize the lessons learned documentation for your program. When will the lessons learned documentation be created?

- A. Lessons learned are in program execution.
- B. Lessons learned are created at each program deliverable.
- C. Lessons learned are created during the program closure.
- D. Lessons learned are created during the program archive.

Answer: C

NEW QUESTION 279

- (Topic 3)

A program has a BAC of \$550,000 and is currently 45 percent complete though was actually scheduled to be 55 percent complete by this time. The program has spent, however, \$265,000 to date. Based on this information what is the cost performance index (CPI) for this program?

- A. .93
- B. .82
- C. \$323,889
- D. -\$38,889

Answer: A

NEW QUESTION 282

- (Topic 3)

Which of the following directs the improvement efforts to those areas that will have the biggest impact?

- A. Gantt chart
- B. Flowchart
- C. Pareto diagram
- D. User Documentation

Answer: C

NEW QUESTION 287

- (Topic 3)

You are the program manager for the JQN Program in your organization. There have been some delays in your schedule and you're about to perform some schedule control activities. Which one of the following will not help you as you perform schedule control?

- A. Change requests
- B. Forecasts
- C. Earned value management
- D. Performance reports

Answer: A

NEW QUESTION 289

- (Topic 3)

Which of the following statements are true regarding program scope changes?

- A. Scope changes may originate from the stake holders.
- B. Change requests for a particular project have to be approved by the project manager irrespective of their potential impact on multiple projects.
- C. The program has a change control board that analyzes changes at the program level.
- D. The change control process on a program is often hierarchical.

Answer: ACD

NEW QUESTION 291

- (Topic 3)

Which of the following program process outputs includes causes of variances from the program management plan, corrective actions taken and their outcomes, risk mitigations, and other information of value to management and stakeholders of future programs?

- A. Lessons learned
- B. Supporting details
- C. Program management plan updates
- D. Assumptions

Answer: A

NEW QUESTION 295

- (Topic 3)

A new program is being initiated for the HNQ Organization. The program manager is working with the business analyst and management to define several attributes of the program. All of the following are identified during program initiation except for which one?

- A. Program benefits
- B. Program risk
- C. Program scope
- D. Link to organizational strategy

Answer: B

NEW QUESTION 299

- (Topic 3)

You are the program manager for the HNY Corporation and you complete programs for other companies in your role. You have just been assigned a new program that is very similar to a recently completed program you did for your company. Management has asked you to create a cost estimate for the program so you base your current cost estimate on the recently finished program. What type of estimating technique have you used in this instance?

- A. Rough order of magnitude
- B. Parametric
- C. Analogous
- D. Bottom-up

Answer: C

NEW QUESTION 300

- (Topic 3)

You are a program manager for an environmental program. The program involves installation of windmill across the country. During execution of the project, a stakeholder raises a change request to add an additional module with the existing installation. The program governance board has approved the change request. Which of the following is true regarding this scenario?

- A. The new Program Master Schedule is created containing the approved changes.
- B. Separate project is made to ensure that the approved changes are included in the program.
- C. Project charter is upgraded to include the approved changes in the program.
- D. The Program Master Schedule is updated to reflect the changes.

Answer: D

NEW QUESTION 302

- (Topic 3)

Which of the following shows the ratio between a task's budgeted and actual costs?

- A. To-Complete Performance Index (TCPI)
- B. Schedule Variance (SV)
- C. Schedule Performance Index (SPI)
- D. Cost Performance Index (CPI)

Answer: D

NEW QUESTION 306

- (Topic 3)

Which of the following tools and techniques are parts of the Administer Program Procurements process? Each correct answer represents a complete solution. Choose all that apply.

- A. Inspection and audits

- B. Budget management system
- C. Supplier performance review
- D. Contract performance review

Answer: ABD

NEW QUESTION 308

- (Topic 3)

There are 1,500 doors to be installed in Tom's program. Each of the 1,500 doors is required by the building code to swing into the room rather than swing out into the hallways. It has come to Tom's attention that part of the team installing the doors has installed nearly 200 doors to swing into the hallway rather than into the rooms. Tom instructs the team to fix the problem. What type of action has Tom taken in this instance?

- A. Scope control
- B. Defect repair validation
- C. Team development
- D. Defect repair

Answer: D

NEW QUESTION 312

- (Topic 3)

When a change enters your program requirements you must update all of the following documents except for which one?

- A. Program activity list
- B. Program scope
- C. Program charter
- D. Program work breakdown structure

Answer: C

NEW QUESTION 317

- (Topic 3)

A wild life protection organization opposes your program, which involves the cutting of around 200 trees to make way for the construction of a building. Which of the following correctly defines the organization in program management terminology?

- A. Negative stakeholder
- B. Positive stakeholder
- C. Key stakeholder
- D. Hurdle stakeholder

Answer: A

NEW QUESTION 318

- (Topic 3)

You are the program manager for your organization and are planning the roles and responsibilities in your program. You would like to create a RACI chart for the program work. What does RACI mean?

- A. It is a roles and responsibilities chart that uses responsible, action, consult, and interest responsibilities as the chart legend.
- B. It is a roles and responsibilities chart that uses resource, action, contribute, inform responsibilities as the chart legend.
- C. It is a roles and responsibilities chart that uses responsible, accountable, contribute, and inform responsibilities as the chart legend.
- D. It is a roles and responsibilities chart that uses responsible, accountable, consult, and inform responsibilities as the chart legend.

Answer: D

NEW QUESTION 321

- (Topic 3)

What is the other name for critical delivery dates?

- A. Substantial completion.
- B. Phases
- C. Flags.
- D. Milestones.

Answer: D

NEW QUESTION 325

- (Topic 3)

Which one of the following is not considered one of the three components of the Iron Triangle?

- A. Time
- B. Cost
- C. Scope
- D. Quality

Answer: D

NEW QUESTION 329

- (Topic 3)

You are the program manager for your organization and you are preparing to launch several constituent projects within your program. You need to ensure that each project manager is authorized to utilize the appropriate project and program resources in order to complete the project requirements. What document do you need to create for each constituent project in your program to ensure that each project manager can use the appropriate resources?

- A. Project scope statement
- B. Roles and responsibilities chart
- C. Project resource requirements document
- D. Project charter

Answer: D

NEW QUESTION 331

- (Topic 3)

You are a program manager of a program. You are required to compile performance data of your program. These data will be sent to relevant stakeholders. You are reviewing the status reports of all projects including the costs, schedule, scope, risks, and other performance data. In which of the following processes are you working on?

- A. Plan Communication
- B. Distribute Information
- C. Report Program Performance
- D. Monitor and Control Program Performance

Answer: C

NEW QUESTION 335

- (Topic 3)

You are the program manager for your organization and are reviewing several proposed change requests for your program. Mary, a stakeholder, who has made a change request is asking why it is taking you so long to review the change. You tell her that you must perform integrated change control to review each change request. What is integrated change control?

- A. It is the review of the impact of the change on the time, cost, scope, and quality baselines.
- B. It is the review of the impact of the change on the program's triple constraints.
- C. It is the review of the impact of the change on the program's knowledge areas.
- D. It is the review of the impact of the change on the program's Iron Triangle.

Answer: C

NEW QUESTION 340

- (Topic 3)

An organization is considering a new program. The program has a cost of \$1,950,000 and will last for three years. What is the minimum future value this organization should expect to receive from this program if it is initiated and the rate of return is six percent?

- A. \$2,322,481
- B. \$1,950,000
- C. \$1,950,001
- D. \$2,067,000

Answer: A

NEW QUESTION 344

- (Topic 3)

Which of the following documents describes the details for each component in the WBS?

- A. WBS detail
- B. Risk register
- C. WBS dictionary
- D. Project charter

Answer: C

NEW QUESTION 349

- (Topic 3)

A risk response in a project in your program has actually caused new risks. What term is assigned to the new risks that a risk response has created?

- A. In flux risks
- B. Chain risks
- C. Secondary risks
- D. Reactionary risks

Answer: C

NEW QUESTION 354

- (Topic 3)

You are the program manager for your organization and are about to execute your procurement management plan. You need to procure materials for your

program and you want only the vendor to provide you with a price for the goods you need to procure. What type of a document should you provide to the vendor in this scenario?

- A. Statement of work
- B. Request for quote
- C. Proposal
- D. Program charter

Answer: B

NEW QUESTION 356

- (Topic 3)

All of the following information is defined in the program statement of work except for which one?

- A. Structure of the program management team
- B. Program requirements for resource competency levels
- C. Metrics and qualifications for program acceptance
- D. Location of the program work

Answer: A

NEW QUESTION 359

- (Topic 3)

You are the program manager for your organization and are coaching your project managers on the program's schedule. Alice wants to know what the schedule control process creates. All of the following are outputs of the schedule control process except for which one?

- A. Stakeholder communication information
- B. Schedule variances
- C. Program schedule updates
- D. Change requests

Answer: B

NEW QUESTION 363

- (Topic 3)

You are the program manager for your organization and you're coaching Tom, an aspiring program manager, on program management. Tom is curious about controlling communications. Which one of the following is an output of the communications control process?

- A. Approved change requests
- B. Performance reports
- C. Stakeholder analysis charts
- D. Communications management plan

Answer: D

NEW QUESTION 366

- (Topic 3)

Which of the following is used to build consensus through rounds of anonymous surveys?

- A. The Pareto chart
- B. The Delphi technique
- C. The Monte Carlo simulation
- D. The Gantt chart

Answer: B

NEW QUESTION 370

- (Topic 3)

During the selection of source process, you assign certain points towards various categories to judge the vendors. Which type of source selection process is it?

- A. Benefit-cost analysis
- B. Screening system
- C. Weighting system
- D. Preferred vendor list

Answer: C

NEW QUESTION 375

- (Topic 3)

You are the program manager for your organization and you're dealing with several issues about the materials used in the program. Right now, the issues have been assigned to issue owners for resolution in ten days. In the interim, what should you do with the issues?

- A. Record the issues in the issue register.
- B. Communicate the issue status with the program sponsor.
- C. Document the issues in the risk register.
- D. Nothing - the issue owners will manage all concerns with the issues.

Answer: A

NEW QUESTION 380

- (Topic 3)

Which of the following tools/techniques keep program managers and executives informed of the program's progress?

- A. Component analysis
- B. Expert judgment
- C. Review meetings
- D. Capacity planning

Answer: C

NEW QUESTION 385

- (Topic 3)

Small changes that bypass the organization's change control procedures are called .

- A. Scope creep
- B. Lag
- C. Scope fault
- D. Gold plating

Answer: A

NEW QUESTION 387

- (Topic 3)

You are a program manager for a large construction program. You need to ensure that the projects in the program are in accordance with the schedule. You are tracking start and finish dates for them. Which of the following processes are you on?

- A. Monitor and Control Program Schedule
- B. Monitor and Control Program Scope
- C. Report Program Performance
- D. Monitor and Control Program Performance

Answer: A

NEW QUESTION 392

- (Topic 3)

What does RACI stand for?

- A. Responsible, Account, Confirm, Inform
- B. Responsible, Accountable, Consult, Inform
- C. Roles, Accountable, Confirm, Inform
- D. Roles, Action, Consult, Inform

Answer: B

NEW QUESTION 395

- (Topic 3)

Who makes Go/No-Go decisions during phase gate reviews?

- A. Program Governance board
- B. Program Manager
- C. Board of Project Managers
- D. Stakeholders

Answer: A

NEW QUESTION 397

- (Topic 3)

Which earned value management formula can help you determine how likely it is that you'll complete the program based on the amount of cash left in the program budget?

- A. Estimate at completion
- B. Variance at completion
- C. To-complete performance index
- D. Estimate to complete

Answer: C

NEW QUESTION 400

- (Topic 3)

You are the program manager of the HYH Program for your organization. Your program is to create a new sports arena for your city within 12 months. Your program

has seven projects and you've worked with all of the project managers before. Even though you've worked with the project managers before you still need to define the authority of the project managers and their projects. What document names the project manager for the project?

- A. Program human resource management plan
- B. Project charter for each project
- C. Program management charter
- D. Project scope statement

Answer: B

NEW QUESTION 402

- (Topic 3)

Which of the following documents is described in the statement below?

"It is a type of procurement document used to request proposals from prospective sellers of products or services."

- A. Request for information
- B. Request for quote
- C. Request for proposal
- D. Request for bid

Answer: C

NEW QUESTION 404

- (Topic 3)

All of the following are benefits of a program except for which one?

- A. Projects can operate independently of one another.
- B. Resource management in a program allows resources to be shared across all projects in the program.
- C. The program manager can use the same approach in stakeholder management for all projects in the program.
- D. All projects follow the policies of the program and organization.

Answer: A

NEW QUESTION 405

- (Topic 3)

Which of the following represents the duration of activities against a calendar?

- A. Pie chart
- B. Scatter chart
- C. Gantt chart
- D. Pareto chart

Answer: C

NEW QUESTION 410

- (Topic 3)

Communication is large percentage of program execution as the program manager must communicate with the appropriate stakeholders. In larger programs face-to-face communication is not always possible. When emails are used what verbal aspect of communication is lost?

- A. Barriers
- B. Noise
- C. Nonverbal
- D. Paralingual

Answer: D

NEW QUESTION 411

- (Topic 3)

You are the program manager for the HGQ Program in your organization. Your program has eight constituent projects including a small project which you've assigned to Beth a new project manager in your organization. Part of your assignment is to coach Beth on project management in your program. You are telling Beth about the five process groups of project management and how they map to the progression of the project. Which process group would you tell Beth is where she'll likely spend the bulk of the project time and the project budget?

- A. Monitoring and Controlling
- B. Planning
- C. Executing
- D. Procurement

Answer: C

NEW QUESTION 412

- (Topic 3)

Which of the following contract types is described in the statement below?

"The seller is reimbursed for all allowable costs for performing the contract work, and receives a fixed payment calculated as a percentage for the initial estimated project costs."

- A. Cost Plus Fixed Fee Contracts (CPFF)

- B. Fixed Price Incentive Fee Contracts (FPIF)
- C. Firm Fixed Price Contracts (FFP)
- D. Cost Plus Incentive Fee Contracts (CPIF)

Answer: A

NEW QUESTION 417

- (Topic 3)

Tom is program manager for his organization. His program is scheduled to last ten months and has a cost estimate for the program of \$550,000. It is now month nine and Tom reports that he actually has a cost variance of a positive \$56,000. While Tom is pleased, the new management is not. Why is a positive cost variance not necessarily good news?

- A. A poor cost estimate prevented the organization from adding things to the program scope.
- B. Tom has overestimated the cost of the program.
- C. A poor cost estimate could affect the organization's decisions to invest the funds elsewhere .
- D. Tom has forgot to include deliverables in the program.

Answer: C

NEW QUESTION 420

- (Topic 3)

Which of the following can be an effective tool during quality control to help determine the how the problem occurred?

- A. Rework
- B. Flowcharting
- C. Trend Analysis
- D. Pareto Diagram

Answer: B

NEW QUESTION 425

- (Topic 4)

A new program is being initiated for the HNQ Organization. The program manager is working with the business analyst and management to define several attributes of the program. All of the following are identified during program initiation except for which one?

- A. Program benefits
- B. Link to organizational strategy
- C. Program scope
- D. Program risk

Answer: D

NEW QUESTION 430

- (Topic 4)

You are the program manager for your organization. You have created a statement of work, request for proposal, and an invitation to a bidder's conference for 17 possible vendors. During the conference there were questions about your request for proposal and statement of work that led to clarifications. After the vendor conference you should update what information to send back to the vendors?

- A. Proposals
- B. Statement of work
- C. Program management plan
- D. Request for bid documents

Answer: B

NEW QUESTION 433

- (Topic 4)

You are the program manager for your organization. Your program has a budget of \$750,000 and is expected to last one year. The program is currently 30 percent complete and has spent \$245,000. The program is supposed to be 40 percent at this time. What is the cost performance index for this program?

- A. .83
- B. -\$20,000
- C. .91
- D. Negative ten percent

Answer: C

NEW QUESTION 435

- (Topic 4)

Kelly's program is slipping on its schedule. Management is worried that the program will be late and this will cost the organization several thousand dollars in fines and penalties. They've asked Kelly to use a schedule duration compression technique that will help the program finish on time. The technique that Kelly can use, however, should not add costs to the program. What duration compression technique should Kelly use in this instance?

- A. Crash the program
- B. Add lead time to the program
- C. Trim the program scope
- D. Fast track the program

Answer: D

NEW QUESTION 438

- (Topic 4)

Which of the following information gathering techniques is described in the statement below?

"Project risk experts participate in this technique anonymously. A facilitator uses a Questionnaires to solicit ideas about the important project risks. The responses are summarized are then recirculated to the experts for further comment."

- A. Brainstorming
- B. SWOT analysis
- C. Checklist analysis
- D. Delphi technique

Answer: D

NEW QUESTION 440

- (Topic 4)

According to Standard for Program Management, Second Edition, how many knowledge areas are involved for program management?

- A. 7
- B. 11
- C. 9
- D. 5

Answer: C

NEW QUESTION 445

- (Topic 4)

All of the following are benefits of a program except for which one?

- A. The program manager can use the same approach in stakeholder management for all projects in the program.
- B. Resource management in a program allows resources to be shared across all projects in the program.
- C. Projects can operate independently of one another.
- D. All projects follow the policies of the program and organization.

Answer: C

NEW QUESTION 449

- (Topic 4)

You are the program manager for your organization. This program will last for two years and has eight projects. The cost of your program is \$4 million and there are some risk concerns that may affect the overall cost of the program. Management is concerned with how long it will take the program to reach the management horizon. What is management horizon also known as?

- A. Payback period
- B. Cost-to-benefits ratio
- C. Cost performance index
- D. Return on investment

Answer: A

NEW QUESTION 454

- (Topic 4)

Which of the following is described in the statement given below?

"It serves as the primary input for the Plan Program Stakeholder Management process, as well as for the distribution of program reports and other communication."

- A. Governance plan
- B. Organizational chart
- C. Program scope statement
- D. Stakeholder register

Answer: D

NEW QUESTION 457

- (Topic 4)

As a Program Manager, you decide to take the team on an outing where they can work together through challenges, learn teamwork, and get to know one another. This is an example of what process?

- A. Storming
- B. Forming
- C. Team development
- D. Cost of quality

Answer: C

NEW QUESTION 460

- (Topic 4)
Who owns the program?

- A. Project manager
- B. Program director
- C. Program sponsor
- D. Program manager

Answer: B

NEW QUESTION 463

- (Topic 4)
Which of the following contract types is described in the statement below?

"The seller is reimbursed for all allowable costs for performing the contract work, and receives a fixed payment calculated as a percentage for the initial estimated project costs."

- A. Cost Plus Fixed Fee Contracts (CPFF)
- B. Cost Plus Incentive Fee Contracts (CPIF)
- C. Fixed Price Incentive Fee Contracts (FPIF)
- D. Firm Fixed Price Contracts (FFP)

Answer: A

NEW QUESTION 467

- (Topic 4)
You are the program manager for your organization. You have proposed a program that will cost \$750,000 and will last for four years. Management is concerned with the cost of the program in relation to the return your program will bring. If the rate of return is six percent what is the minimum value your project should return in four years based on the investment of the program?

- A. \$750,001
- B. \$946,857
- C. \$795,000
- D. \$750,000

Answer: B

NEW QUESTION 470

- (Topic 4)
Part of program management is to identify what motivates your program team members. If you subscribe to Maslow's Hierarchy of Needs which need is at the top of the hierarchy?

- A. Esteem
- B. Physiological
- C. Self actualization
- D. Safety

Answer: C

NEW QUESTION 474

- (Topic 4)
A project manager in your program has estimated the cost of a program to be \$145,000. As the project manager's project comes close to completion, the project manager realizes that he has still \$27,876 left in his project budget. He decides to add some additional features to the project's deliverables in an effort to use the remaining budget. These additions will add value to the project and the project customer is likely to enjoy these new features. This is an example of what term?

- A. Gold plating
- B. Value added change
- C. Expert judgment by the project manager
- D. Errors and omissions

Answer: A

NEW QUESTION 476

- (Topic 4)
You work as a program manager for a large construction program. Your program includes constructing hotels across the country. You collect information on the status of the program. During comparison with the original plan you find the 200 hotels have been completed as against 275 hotels planned as of today. In which program process are you working on?

- A. Monitor and Control Program Scope
- B. Monitor and Control Program Schedule
- C. Monitor and Control Project Performance
- D. Manage Program Issues

Answer: C

NEW QUESTION 480

- (Topic 4)

What is another term that can be assigned to the pre-program analysis and research to determine if a program should be initiated?

- A. Program charter creation
- B. Feasibility study creation
- C. Business case creation
- D. Program scope statement definition

Answer: B

NEW QUESTION 483

- (Topic 4)

Mary Anne is the program manager for her organization. In her program there are six projects. One of the projects in her program has been performing well. It is on schedule and has no cost or schedule variances. Mary Anne has decided, however, that her program needs to be terminated.

Which one of the following is a likely reason why the project should be terminated?

- A. The program scope has changed.
- B. The project scope has changed from the original intent of the project
- C. The scope is not being met as planned due to scope creep.
- D. The project resources are not completing their project tasks as assigned.

Answer: A

NEW QUESTION 487

- (Topic 4)

You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes do not enter into the project. What type of action have you provided in this scenario?

- A. This is an example of quality assurance.
- B. This is an example of a corrective action.
- C. This is an example of a preventive action.
- D. This is an example of team development.

Answer: C

NEW QUESTION 489

- (Topic 4)

You are the program manager for your organization and management has asked you to be certain to finalize the lessons learned documentation for your program. When will the lessons learned documentation be created?

- A. Lessons learned are created at each program deliverable.
- B. Lessons learned are created during the program closure.
- C. Lessons learned are created during the program archive.
- D. Lessons learned are in program execution.

Answer: B

NEW QUESTION 493

- (Topic 4)

As a program manager you must also understand the project management lifecycle and the project lifecycle. What is the difference between the two?

- A. The project management lifecycle and the project lifecycle are the same thing.
- B. The project management lifecycle is comprised of the phases initiating, planning, executing, monitoring and controlling, and closing.
- C. The project lifecycle is comprised of phases that are unique to the project work.
- D. The project management lifecycle is universal to all projects and the project lifecycle is unique to each project.
- E. The project management lifecycle is unique to each project while the project lifecycle is universal to all projects.

Answer: C

NEW QUESTION 494

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