



PMI

Exam Questions PgMP

Program Management Professional (PgMP)

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NEW QUESTION 1

- (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 2

- (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 3

- (Topic 1)

Your program exists within a matrix structure. Your program has eight projects that all share resources from around the organization. You are concerned that some of the project team members may be over allocated and want to create a chart that will reflect the utilization of resources. What kind of chart can show the utilization of project team members used in your program?

- A. Resource network diagram
- B. Resource breakdown structure
- C. Resource histogram
- D. Pareto chart

Answer: C

NEW QUESTION 4

- (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 5

- (Topic 1)

Which of the following is not a template element that is designed to make the project more effective?

- A. Description of the work packages
- B. Required resources and skills
- C. Required actions to complete the project scope
- D. Contract file

Answer: D

NEW QUESTION 6

- (Topic 1)

You are the program manager for your organization. Your current program, which has just started, has eight projects and many of the projects share resources such as equipment and people. Management has asked that you identify when the project resources will be utilized on each project within your program. They are worried some resources may be idle or overscheduled. What approach can you use to consider the availability of resources when the project managers begin sequencing their project activities?

- A. The project managers will use the critical path method for scheduling activities.
- B. The project managers will use PERT to schedule all activities.
- C. The project managers will use the critical chain method for scheduling activities.
- D. The project managers will create Gantt charts to schedule all activities.

Answer: C

NEW QUESTION 7

- (Topic 1)

You are the program manager for your company and evaluating the sellers to determine the seller to buy from. In your analysis you've created a histogram to display the pros and cons for each seller. You've created five categories of interest and assigned values to each category for each vendor. Your five categories are:

- Cost
- Schedule
- Experience
- Certification
- Warranty

Each category has a different point value and the vendor that receives the maximum points in total will win the contract. What type of seller evaluation are you performing?

- A. Monte Carlo simulation
- B. Expert judgment
- C. Weighted scoring model
- D. Benchmarking

Answer: C

NEW QUESTION 8

- (Topic 1)

Which of the following statements is the most accurate when it comes to program change requests for the program scope?

- A. The change request must not affect the schedule.
- B. The change request must not affect the overall cost.
- C. The quality of the program must not be affected by the change request.
- D. The change request must be documented.

Answer: D

NEW QUESTION 9

- (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 10

- (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 12

- (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 13

- (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 14

- (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 19

- (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 22

- (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 26

- (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 27

- (Topic 1)

You are a program manager for your organization. You have proposed a program to the management that will last four years and will cost \$35 million to create. Management has asked to see the program charter and the proposed costs and benefits of the program. Management agrees to your program charter and proposed to fund the program in increments at the completion of each milestone. What type of funding does management proposed for this program?

- A. Tentative
- B. Step funding

- C. Milestone approval
- D. Phase gate estimating

Answer: B

NEW QUESTION 29

- (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 34

- (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 37

- (Topic 1)

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

Answer: C

NEW QUESTION 39

- (Topic 1)

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

Answer: A

NEW QUESTION 43

- (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 47

- (Topic 1)

You are coaching Tammy, a project manager in your program, on the benefits of program management. She is stumped as to why you would create a program so you're sharing with her all the difference benefits of a program. Which one of the following is a benefit of creating a program?

- A. Programs always cost less than multiple projects in an organization.
- B. Project management is centralized to the program manager.
- C. Programs provide centralized risk management.
- D. Program management makes communication easier among the project managers and project team.

Answer: C

NEW QUESTION 49

- (Topic 1)

You have created a control chart for a repeatable process in your program. You have discovered that the seven most recent measurements are all on the positive side of the mean in your control chart. What is this phenomenon called?

- A. Rule of Improvement
- B. Mean Improvement
- C. Rule of Seven
- D. Low-Riding Mean

Answer: C

NEW QUESTION 53

- (Topic 1)

What percentage of communication is nonverbal?

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

Answer: A

NEW QUESTION 56

- (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 61

- (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 64

- (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 68

- (Topic 1)

You are the program manager of the NHQ Program. You are working with your program team to ensure that the work in the program is done accurately and according to scope. You are also reviewing the team inspection process that will need to be done to ensure that the work is being done according to the scope. If the work is found to be defective it will need to be corrected before the program customers can inspect the work. What process are you completing to ensure that the work is done accordingly to scope?

- A. Quality control
- B. Scope verification
- C. Quality assurance
- D. Planning

Answer: C

NEW QUESTION 69

- (Topic 1)

You are program manager for the HYH Program. Your program governance is requiring you to use earned value management to predict how closely your program is tracking to the cost and schedule baselines and to predict overall program performance. Which earned value management formula can you use to predict how much more will need to be invested in the program based on current program performance?

- A. EV/AC
- B. EV/PV
- C. BAC/CPI
- D. EAC-AC

Answer: D

NEW QUESTION 74

- (Topic 1)

Which of the following documents sets the project objectives?

- A. Project charter
- B. Project schedule
- C. Project scope statement
- D. Project organization chart

Answer: C

NEW QUESTION 75

- (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 78

- (Topic 1)

You are the program manager of the YGH Program. A vendor has recently completed his contracted work for your program. You agree that the vendor has completed the procured work so what document should you and the vendors now sign?

- A. Certificate of completion
- B. Proposal agreement
- C. Invoice
- D. Contract

Answer: A

NEW QUESTION 83

- (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 85

- (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 88

- (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 90

- (Topic 1)

Robert's program is slipping on its schedule and management has asked that Robert find a method to compress the duration of the program. What approach could Robert take that would not dramatically add risks to program if he added labor to the effort-driven activities within the program?

- A. Lead time
- B. Crashing
- C. Lag time
- D. Fast tracking

Answer: B

NEW QUESTION 93

- (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 96

- (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 97

- (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 100

- (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 103

- (Topic 2)

Part of program management is to understand how the communication model works in a program. The program manager must be able to effectively communicate with the program team and stakeholders. What component of the communication model is responsible for carrying the message?

- A. Medium
- B. Sender
- C. Decoder
- D. Encoder

Answer: A

NEW QUESTION 105

- (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 107

- (Topic 2)

Which benefit measurement method considers the value of each time period's return for a project that will create deliverables over multiple time periods?

- A. Net present value
- B. Future value
- C. Present value
- D. Cost-Benefit ratio

Answer: A

NEW QUESTION 110

- (Topic 2)

In your organization there are rules and procedures that the program manager must follow and abide by before the program can begin and must continue to follow once the program is in execution. What term is assigned to the enforcement of these program management rules and procedures?

- A. Program governance
- B. Organizational process assets
- C. Program standards
- D. Process analysis

Answer: A

NEW QUESTION 115

- (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 117

- (Topic 2)

You are the program manager for your organization and working to create the program statement of work for approval by the program director. All of the following information is defined in the program statement of work except for which one?

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

Answer: A

NEW QUESTION 121

- (Topic 2)

Josh is the program manager for his organization and he's leading the analysis for a new program that may be initiated by his company. The analysis is a focus on the return on investment for new software that may be created if the program is initiated. What type of a document is Josh likely creating for his company?

- A. Business case

- B. Program charter
- C. Program scope statement
- D. Statement of work

Answer: A

NEW QUESTION 124

- (Topic 2)

You are the program manager of the MQQ Program. Your program will use equipment and materials that are new to your industry. You have some concerns that there will be delays and waste by your program team because they've not worked with these materials or tools before. You elect to send the resources that will work the most with these tools through training. The cost of the training in this instance is known as which one of the following?

- A. Indirect costs
- B. Cost of doing business
- C. Direct costs
- D. Cost of conformance quality

Answer: D

NEW QUESTION 127

- (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 131

- (Topic 2)

An organization is considering a new program. The business analyst believes that the benefits to the organization would equate to \$1,550,000 in five years. If the rate of return for this program is six percent what is the maximum amount the organization should invest in this program?

- A. \$1,158,250
- B. It depends on the internal decision making process.
- C. \$2,074,249
- D. \$1,550,000

Answer: A

NEW QUESTION 134

- (Topic 2)

You are the program manager for your organization and are coaching Bonnie, a project manager, who would like to be a program manager wants to know what a program is. Which one of the following statements best defines what a program is for Bonnie?

- A. A program is a collection of projects that work together to create one deliverable for the organization
- B. A program is a collection of projects managed to gain benefits for the organization; the organization could not realize the benefits of the project if they were managed independently.
- C. A program is a uniform set of goals that are too large to be managed as one independent project so the project is subdivided into multiple objectives led by multiple project managers and orchestrated by one program manager.
- D. A program is a large collection of projects lead by a single project manager.

Answer: B

NEW QUESTION 139

- (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 141

- (Topic 2)

At what point in the project is the risk of failing to achieve the project objectives the greatest?

- A. During project planning
- B. During the project execution
- C. At the project start
- D. At the end of the project

Answer: C

NEW QUESTION 143

- (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 144

- (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 148

- (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 152

- (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 156

- (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 158

- (Topic 2)

Program management has several themes that the program manager must be aware of. Which one of the following is not a program management theme?

- A. Benefit management
- B. Stakeholder management
- C. Program governance
- D. Organizational planning

Answer: D

NEW QUESTION 159

- (Topic 2)

Your program has just been chartered during the program initiation process. Your program also needs to create three program statements. Which program statement defines how your program will manage tradeoffs, competing objectives, and program and organization decisions?

- A. Value
- B. Vision
- C. Scope
- D. Mission

Answer: A

NEW QUESTION 164

- (Topic 2)

Julie is the project manager of the NHQ Project. She and her project team have successfully finished the project and the customers have signed the project closure agreement. Julie has compiled all of the project records and the project's lessons learned documentation. What should Julie do with the project's lessons learned documentation?

- A. These are for Julie's reference when she is reviewed by the project sponsor.
- B. These are given to the project sponsor so he can review the project.
- C. These are given to the project steering committee so they may review the project performance.
- D. These are transferred to the lessons learned knowledge base.

Answer: D

NEW QUESTION 166

- (Topic 2)

You are the program manager of the YHT Program. You have been working with a vendor in the program but have decided that the contract between your program and the vendor needs to be terminated. What two things must be documented if you wish to terminate a vendor's contract?

- A. Contract and the quality measurements for the vendor's work
- B. The scope verification document and the termination notice
- C. Contract and scope verification process documents
- D. Work that has been completed and uncompleted work

Answer: D

NEW QUESTION 167

- (Topic 2)

You are the program manager for your organization. As your program is being initiated there is some initial concern from the management about the utilization of resources in your program and the need for resources in their day-to-day roles in operations. Management has set a limit on your program that resources may only work 20 hours per week on the program. What is this limit of resource hours in a time period known as?

- A. Resource leveling heuristic
- B. Resource requirements
- C. Program risk
- D. Resource utilization

Answer: A

NEW QUESTION 171

- (Topic 2)

What project management term would you associated with a predetermined budget you're your program?

- A. Program governance
- B. Constraint
- C. Cost baseline
- D. Assumption

Answer: B

NEW QUESTION 174

- (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 179

- (Topic 2)

You are the project manager for the JJY Project, which is similar to the HHG Project you managed last quarter. You would like to model the current project scope on the previous project to save time and effort. This is an example of what kind of scope definition?

- A. Analogous estimating
- B. Organizational process assets
- C. Parametric scope definition
- D. Template driven

Answer: D

NEW QUESTION 181

- (Topic 2)

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 control for a project within your program?

- A. Quality control is a management-driven effort to plan the work properly so the work is done according to plan.
- B. Quality control is an inspection-driven process to keep mistakes out of the customers' hands.
- C. Quality control is a management-driven policy to do the work correctly the first time.
- D. Quality control is an inspection-driven process to prove the existence of the requirements.

Answer: B

NEW QUESTION 182

- (Topic 2)

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

Answer: A

NEW QUESTION 183

- (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 186

- (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 191

- (Topic 2)

You are the project manager of a construction project. You have to close a phase of the project. Which is the only technique (or tool) available in the Close Project or Phase process?

- A. Change control meetings
- B. Project management information system
- C. Expert judgment
- D. Observations

Answer: C

NEW QUESTION 194

- (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 199

- (Topic 2)

You are the program manager for your organization and are working with Tracy, one of the project managers in your program. Tracy is having some trouble understanding the concept of the critical path in her project's network diagram. Which one of the following is the best definition of the critical path?

- A. It is the path that carries the most risk of project failure.
- B. It is the path that reveals the earliest date the project can finish.
- C. It is the path with the most important activities in the project.
- D. It is the duration of all the project activities if the labor is summed.

Answer: B

NEW QUESTION 200

- (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 205

- (Topic 2)

You are hosting a meeting with all of the vendors that have received a copy of your statement of work. In this meeting, you'll be discussing the statement of work, clarifying the details, and answering any questions nos the vendors may have about the project. What is this meeting called?

- A. Sales meeting
- B. Select sellers process
- C. Bidder conference
- D. Negotiations

Answer: C

NEW QUESTION 206

- (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 211

- (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 216

- (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 218

- (Topic 2)

You are the program manager of a new program in your organization. This program will last for one year and your program team will work full-time on the effort. The nature of the work requires that the program team work closely together for the next year, but many of the program team members have never met one another. 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. Cost of quality
- B. Storming
- C. Forming
- D. Team development

Answer: D

NEW QUESTION 220

- (Topic 2)

You are the program manager for a construction program. In this program you are requiring that all workers adhere to the identified safety requirements. Some of the work in the program you've decided is too risky for the program team members so you've hired specialists to manage the dangerous work. The outsourcing of the dangerous work to a specialist is what type of risk response?

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

Answer: C

NEW QUESTION 221

- (Topic 2)

Which one of the following is not an output of the direct and manage program execution process?

- A. Results of program work
- B. Program budget
- C. Change requests
- D. Request to terminate the program

Answer: B

NEW QUESTION 223

- (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 227

- (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 232

- (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 236

- (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 239

- (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 243

- (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 244

- (Topic 3)

Rick is a Program Manager for a large construction program. The program contains four projects. Stakeholders have requested for some changes that will change the scope of the program. Rick needs to monitor and control program scope. He is required to analyze the change request with detailed deliverables, acceptance criterion, and the work of the program. Which of the following documents will help him for this?

- A. Project charter
- B. Program scope statement
- C. Program performance report
- D. Program charter

Answer: B

NEW QUESTION 246

- (Topic 3)

Which of the following plans should a project manager implement if a selected risk strategy fails to be fully effective?

- A. Fallback plan
- B. Risk response plan
- C. Mitigation management plan
- D. Mitigation plan

Answer: A

NEW QUESTION 249

- (Topic 3)

In a program, 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?

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

Answer: A

NEW QUESTION 250

- (Topic 3)

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

- A. It defines all the work and only the required work for the program.
- B. It formally authorizes the program.
- C. It sets authorities and limits for the program manager and team.
- D. It represents a common understanding of the program for the purpose of facilitating communication among the stakeholders.

Answer: ACD

NEW QUESTION 255

- (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 259

- (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 262

- (Topic 3)

What document should you provide to the vendors if you're only interested for a set fee for their materials?

- A. IFB
- B. RFP
- C. RFI
- D. SOW

Answer: A

NEW QUESTION 264

- (Topic 3)

June is the program manager for her organization. Management has asked June to create a visual mapping of the program scope so that all of the key stakeholders can see all of the elements of the program scope. June needs to create what kind of document to show all of the program deliverables based on the program scope?

- A. Program network diagram
- B. Program benefits mapping chart
- C. Program budget
- D. Program work breakdown structure

Answer: D

NEW QUESTION 266

- (Topic 3)

Martha is the program manager for her organization. One of the projects of a program is done but is also considerably over budget. Kay, the project manager, has elected to crash the project in order to recoup schedule delays but this increased the project costs. What should Martha instruct Kay to do with the information regarding the schedule delays and cost overruns?

- A. Create an entry in the lessons learned documentation and explain her reasoning behind the corrective actions.
- B. File the information as part of the project final report.
- C. Create a variance report.
- D. Create an exceptions report.

Answer: A

NEW QUESTION 268

- (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 272

- (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 277

- (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 279

- (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 282

- (Topic 3)

Your program is to construct a new condo building in Chicago. You and the project managers are working together to define the project assumptions about the program. Which one of the following is an example of an assumption for this program?

- A. Weather
- B. Deadlines for project milestones
- C. A predetermined program budget
- D. Building codes

Answer: A

NEW QUESTION 284

- (Topic 3)

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

Answer: B

NEW QUESTION 289

- (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 292

- (Topic 3)

What is the other name for critical delivery dates?

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

Answer: D

NEW QUESTION 297

- (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 302

- (Topic 3)

Don is the project manager of the NQP Project for his organization. This project is scheduled to last for 18 months and will have several elements of the project that have government regulations. Management is concerned with the regulations and would like Don to report on the activities that will be affected by the regulations. What document should Don reference for information on the activities and the regulations?

- A. Risk management plan
- B. Risk register
- C. Activity list
- D. Activity list and attributes

Answer: D

NEW QUESTION 303

- (Topic 3)

After program closure, the lessons learned document becomes the part of ?

- A. The risk register
- B. The company's organizational process assets
- C. The program's performance record
- D. The program charter

Answer: B

NEW QUESTION 308

- (Topic 3)

A project manager in your program is using progress elaboration as part of their planning approach. This approach is also known as what planning methodology?

- A. Waterfall management
- B. Rolling wave planning
- C. Scope refinements
- D. Incremental planning

Answer: B

NEW QUESTION 312

- (Topic 3)

Program management has several themes that the program manager must be aware of. Which one of the following is not a program management theme?

- A. Program governance
- B. Organizational planning
- C. Benefit management
- D. Stakeholder management

Answer: B

NEW QUESTION 315

- (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 316

- (Topic 3)

The quality assurance technique ensures continuous improvement of all processes.

- A. Just-in-time management
- B. Ishikawa
- C. Six Sigma
- D. Kaizen

Answer: D

NEW QUESTION 317

- (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 320

- (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 323

- (Topic 3)

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

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

Answer: B

NEW QUESTION 325

- (Topic 3)

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

Answer: B

NEW QUESTION 329

- (Topic 3)

You are the program manager for your organization. Your current program, which has just started, has eight projects and many of the projects share resources such as equipment and people. Management has asked that you identify when the project resources will be utilized on each project within your program. They are worried some resources may be idle or overscheduled.

What approach can you use to consider the availability of resources when the project managers begin sequencing their project activities?

- A. The project managers will create Gantt charts to schedule all activities.
- B. The project managers will use the critical path method for scheduling activities.
- C. The project managers will use the critical chain method for scheduling activities.
- D. The project managers will use PERT to schedule all activities.

Answer: C

NEW QUESTION 333

- (Topic 3)

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

Answer: B

NEW QUESTION 338

- (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 343

- (Topic 3)

When is the lessons learned document updated?

- A. At closing phase
- B. At planning phase
- C. Throughout the project lifecycle
- D. At execution phase

Answer: C

NEW QUESTION 345

- (Topic 3)

You are the program manager for the GHT Program for your company. This program has a budget at completion of \$789,000 and is currently 40 percent complete, though it was scheduled to be 50 percent at this time. Your program has spent \$325,000 of the budget to date. Based on this information, how many pennies is your program losing per dollar spent on the work?

- A. 20
- B. 3
- C. 1
- D. 11

Answer: B

NEW QUESTION 350

- (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 355

- (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 359

- (Topic 3)

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 362

- (Topic 3)

You are the program manager for a new software development program. One of the developers has been adding extra fields for information in the software that was not part of the original program scope. While the fields are a good idea, the customer did not ask for the information and some time has been wasted on this work that was not in the program scope. This is an example of which one of the following terms?

- A. Preventive action
- B. Corrective action
- C. Gold plating
- D. Program scope change

Answer: D

NEW QUESTION 364

- (Topic 3)

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

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

Answer: C

NEW QUESTION 367

- (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 368

- (Topic 3)

You are the program manager of the NHQ Program for your organization. Your program is nearing the completion of one of its major phases and there are several resources that should be released at this time. What program management plan will guide you to release of the program resources and transfer the resources and benefits to operations within the organization?

- A. Resource management plan
- B. Transition plan
- C. Communications management plan
- D. Benefits management plan

Answer: B

NEW QUESTION 369

- (Topic 3)

Paul is the program manager for his company. He along with his team is working on the Monitor and Control Program Changes process. The process will need several inputs. Which one of the following items is NOT an input to the Monitor and Control Program Changes process in the program management?

- A. Change request log
- B. Approved change requests
- C. Change requests
- D. Program management plan

Answer: B

NEW QUESTION 374

- (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 376

- (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 378

- (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 379

- (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 383

- (Topic 3)

You are the program manager of 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 385

- (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 390

- (Topic 3)

You are the program manager for your organization and you are dealing with your program stakeholders. You are explaining to them, along with your program team, how certain activities in the program may cause delays in the schedule if the associated risk events come into play. The cost of impact of the risk events are minimal, but the schedule impacts could be bigger. The stakeholders are concerned about delaying the schedule beyond a given due date for the program. They would like you to determine if it is possible to add more labor, use a higher grade of material, or hire some consultants to ensure the risks do not occur in the program. They are not much concerned about the cost of the solution as long as the solution or identified risks do not delay the program completion. What type of risk response are your program stakeholders recommending in this situation?

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

Answer: B

NEW QUESTION 392

- (Topic 3)

You are the program manager for your organization. Your current program has fourteen projects and one project manager in your program is about to close her project. She will need all of the following inputs to the close project process except for which one?

- A. Project management plan
- B. Organizational process assets
- C. Project deliverables
- D. Quality control measurements

Answer: D

NEW QUESTION 393

- (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 394

- (Topic 4)

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

Answer: C

NEW QUESTION 397

- (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 398

- (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 399

- (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 404

- (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 409

- (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 410

- (Topic 4)

An organization supports both programs and projects for various industries. What is a portfolio?

- A. A portfolio describes the organization of related projects, programs, and operations.
- B. A portfolio is the total amount of funds that have been invested in programs, projects, and operations.
- C. A portfolio describes all of the monies that are invested in the organization.
- D. A portfolio describes any project or program within one industry or application area.

Answer: A

NEW QUESTION 415

- (Topic 4)

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

Answer: A

NEW QUESTION 416

CORRECT TEXT - (Topic 4)

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

Answer: C

NEW QUESTION 421

- (Topic 4)

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

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

Answer: A

NEW QUESTION 424

- (Topic 4)

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. Cost, because the program has an estimate to complete of \$1,151,429.

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

Answer: D

NEW QUESTION 426

- (Topic 4)

Who owns the program?

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

Answer: B

NEW QUESTION 427

- (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 432

- (Topic 4)

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 triple constraints.
- 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 Iron Triangle.
- D. It is the review of the impact of the change on the program's knowledge areas.

Answer: D

NEW QUESTION 433

- (Topic 4)

Which of the following terms is used for a schedule compression technique where two activities that were previously scheduled to start sequentially start at the same time?

- A. Fast tracking
- B. Compressing
- C. Float
- D. Crashing

Answer: A

NEW QUESTION 438

- (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 443

- (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 446

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