

PMI

Exam Questions PgMP

Program Management Professional (PgMP)



NEW QUESTION 1

- (Topic 1)

What analysis type could you use in a program to compare the positive stakeholders and their position, power, and influence over your program to the same variable components of the negative stakeholders in your program?

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

Answer: D

NEW QUESTION 2

- (Topic 1)

A program has a budget at completion of \$1,250,000 and has already spent \$425,000. The program is running late due to some vendor delays; the program is only 30 percent complete though it was scheduled to be 45 percent at this time. Based on this information how much more money will this program need to finish?

- A. \$978,445
- B. \$919,325
- C. \$991,667
- D. \$987,544

Answer: C

NEW QUESTION 3

- (Topic 1)

Your program has been selected and its program charter is now being created. The program charter defines all of the following characteristics except for which one?

- A. Program constraints
- B. Program scope
- C. High-level objectives for the program
- D. Project scope statement for all projects within the program

Answer: D

NEW QUESTION 4

- (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 5

- (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 6

- (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 7

- (Topic 1)

Who prepares the statement of work (SOW) for external projects?

- A. Customer
- B. Project management team
- C. Project Manager
- D. Chief Financial Officer (CFO)

Answer: A

NEW QUESTION 8

- (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 9

- (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 10

- (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 10

- (Topic 1)

You are the project manager for your organization. Your project team has finished the second phase of a seven-phase project. At the end of each phase, management must review the work your project team has completed and determine if the project should be allowed to continue. What name describes this type of end-of-phase review management is completing on your project?

- A. Quality control
- B. Kill point
- C. Phase review
- D. Audit

Answer: B

NEW QUESTION 14

- (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 18

- (Topic 1)

You are the program manager for your organization. You're currently working with the program director, Nancy Holmes, to define a new program and the benefits the program should create. Of the following, which is the best definition of a benefit a program creates?

- A. A benefit is an outcome of the constituent projects within a program.
- B. A benefit is a project and program deliverables that the organization may use immediately.
- C. A benefit is a deliverable of a program or project that is worth more than the cost to create the deliverable.
- D. A benefit is an outcome of actions and behaviors that provides utility to stakeholders.

Answer: D

NEW QUESTION 20

- (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 21

- (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 24

- (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 29

- (Topic 1)

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

Answer: B

NEW QUESTION 30

- (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 31

- (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 33

- (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 40

- (Topic 1)

Terri is the program manager for her organization and she's working with Alice, a project manager in her program. Alice calls Terri and insists that she add a change to program scope. Terri agrees that the change should be entertained. What must Alice do to move forward with her change request?

- A. Add the change to the program scope herself, as she is a project manager
- B. Add the change request to the scope and complete integrated change control
- C. Document the change request in a change request form.
- D. Create a change request charter justifying the change request

Answer: C

NEW QUESTION 44

- (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 47

- (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 50

- (Topic 1)

What percentage of communication is nonverbal?

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

Answer: A

NEW QUESTION 54

- (Topic 1)

You are the program manager for your organization. Management is considering a new program but they are worried about the program risks that may affect the program success. You know that there are three positive risks responses and three negative risk responses that each risk can have. Management asks you which risk response would be most appropriate for a large risk event if they wanted to hire a third-party to own the risk event for the program. What risk event is most appropriate?

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

Answer: A

NEW QUESTION 58

- (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 61

- (Topic 1)

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

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

Answer: C

NEW QUESTION 66

- (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)

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 79

- (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 83

- (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 87

- (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 91

- (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 94

- (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 95

- (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 96

- (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 97

- (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 98

- (Topic 2)

Your program will create new software and install new hardware for your organization. Some of the goals of the program is to improve employee morale, improve customer service, and boost customer satisfaction. These intangible goals need metrics. What program stakeholder is responsible for quantifying these goals?

- A. Program customer
- B. Program director
- C. Program manager
- D. Business analyst

Answer: C

NEW QUESTION 103

- (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 108

- (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 110

- (Topic 2)

Which of the following is NOT true regarding the program work breakdown structure (WBS)?

- A. It defines a program and groups the program's discrete work elements in a way that helps organize and define the total work scope of the program.
- B. It subdivides the program deliverables to work packages that are linked to the activities within the program.
- C. It defines all the work and only the required work for the program.
- D. It subdivides the program deliverables to work packages that are linked to the activities within the program.

Answer: C

NEW QUESTION 113

- (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 117

- (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 120

- (Topic 2)

Hal is the program manager for his organization. He would like your organization to provide his program with 4 tons of pea gravel for a construction project in his program. Hal send you a statement of work and an IFB. What document should you provide to Hal?

- A. Invoice
- B. Proposal
- C. Bid
- D. Quote

Answer: C

NEW QUESTION 121

- (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 125

- (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 130

- (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 132

- (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 135

- (Topic 2)

Which one of the following is the best definition of program quality?

- A. Satisfying the program scope, conforming to requirements, and ensuring a fitness for use.
- B. Working with the program team, project managers, and the project team members to ensure that the work is done accurately and correctly the first time.
- C. Creating the program scope statement exactly as the stakeholders have requested.
- D. Balancing the time, cost, and scope objectives of the project.

Answer: A

NEW QUESTION 140

- (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 143

- (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 146

- (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 147

- (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 152

- (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 153

- (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 158

- (Topic 2)

Paula is program manager for her organization. It has come to her attention that several of the projects within her program have stalled which has now caused her project to be delayed. Paula is required by her organization to create a certain type of report when there are variances in the program dealing with time and cost. What type of report is Paula likely to create in this instance?

- A. Earned Value Management report on the schedule performance index
- B. Exceptions report
- C. Status report
- D. Quality Control Report

Answer: B

NEW QUESTION 161

- (Topic 2)

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

Answer: C

NEW QUESTION 164

- (Topic 2)

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. Performance reports
- C. Forecasts
- D. Earned value management

Answer: A

NEW QUESTION 165

- (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 166

- (Topic 2)

Tom is the program manager for his organization. He has to balance the resources he'll be using in the program with the demand for operations to use the same resources. What program document can Tom reference to determine the availability of certain program resources, such as application developers, engineers, and technical writers?

- A. Staffing management plan
- B. Resource calendar

- C. Functional management plan
- D. The resource pool description

Answer: B

NEW QUESTION 168

- (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 173

- (Topic 2)

Gary is the program manager for his organization. His current program has 432 stakeholders, some of which are external to his organization. He would like to create a chart that identifies each stakeholder's opinion of the program, influence over program decisions, their requirements and affect on program priorities, and other information. What kind of chart should Gary create in this instance?

- A. Resource breakdown structure
- B. Resource management chart
- C. Stakeholder analysis chart
- D. RACI chart

Answer: C

NEW QUESTION 178

- (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 180

- (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 185

- (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 190

- (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 195

- (Topic 2)

Molly is the program manager for her organization and she is creating a program plan that defines the benefits of the program and how her program and team will create the benefits for the organization. What plan is Molly creating in this scenario?

- A. Quality management plan
- B. Business case
- C. Program management plan
- D. Benefits management plan

Answer: D

NEW QUESTION 197

- (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 201

- (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 204

- (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 207

- (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 211

- (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 214

- (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 218

- (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 220

- (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 221

- (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 222

- (Topic 3)

Ned is the program manager for his organization and he's considering some new materials for his program. He and his team have never worked with these materials before and he wants to ask the vendor for some additional information, a demon, and even some samples. What type of a document should Ned send to the vendor?

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

Answer: A

NEW QUESTION 224

- (Topic 3)

What is the other name for critical delivery dates?

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

Answer: D

NEW QUESTION 229

- (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 234

- (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 235

- (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 237

- (Topic 3)

You are working with Sam, a project manager on one of the projects within your program. Sam doesn't understand all of the rules and procedures that he's required to do as a project manager in your program. What are the rules and procedures called in project that Sam must abide by?

- A. Project governance
- B. Process procedures
- C. Enterprise environmental factors
- D. Program governance

Answer: C

NEW QUESTION 238

- (Topic 3)

Which of the following can be used to help you or other project managers on future projects?

- A. Sponsor
- B. Charter
- C. Stakeholder
- D. Documentation

Answer: D

NEW QUESTION 241

- (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 246

- (Topic 3)

Which of the following documents contain a list of all problems, unfavorable events, or situations that occurred so far in the program?

- A. Program charter
- B. Program risk register
- C. Program issue register
- D. Program scope statement

Answer: C

NEW QUESTION 250

- (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 254

- (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 257

- (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 259

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

Answer: C

NEW QUESTION 261

- (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 266

- (Topic 3)

Which of the following increases when one fast tracks the project?

- A. Resource
- B. Risk
- C. Cost
- D. Communication

Answer: B

NEW QUESTION 270

- (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 274

- (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 277

- (Topic 3)
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. Schedule management plan
- B. Resource management plan
- C. Program management calendar
- D. Resource calendar

Answer: B

NEW QUESTION 280

- (Topic 3)
Complete the following phrase about quality management: Quality is into a program, not into a program.

- A. Built, inspected
- B. Planned, inspected
- C. Planned, controlled
- D. Executed, controlled

Answer: B

NEW QUESTION 283

- (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 287

- (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 291

- (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 295

- (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 300

- (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 302

- (Topic 4)

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

Answer: A

NEW QUESTION 306

- (Topic 4)

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

Answer: B

NEW QUESTION 310

- (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 312

- (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 316

- (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 317

- (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 320

- (Topic 4)

Which of the following risk identification techniques is described in the statement below?

"It is used to gather information where participants don't know each other nor do they have to be present at the same location."

- A. Brainstorming
- B. Delphi
- C. SWOT analysis
- D. Assumptions analysis

Answer: B

NEW QUESTION 325

- (Topic 4)

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. \$1,550,000
- D. \$2,074,249

Answer: A

NEW QUESTION 327

- (Topic 4)

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

Answer: D

NEW QUESTION 330

- (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 331

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