

Exam Questions PgMP

Program Management Professional (PgMP)

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NEW QUESTION 1

- (Topic 1)

You are the program manager for the BHN Program. Your program has 122 stakeholders that you'll need to plan to communicate with. Considering the size of the program how many communication channels do you have in this program?

- A. 244
- B. 122
- C. 14,884
- D. 7,381

Answer: D

NEW QUESTION 2

- (Topic 1)

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

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

Answer: A

NEW QUESTION 3

- (Topic 1)

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

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

Answer: C

NEW QUESTION 4

- (Topic 1)

You are the program manager for your organization. Your current program, which has just been initiated, needs to launch several projects in order to create all of the benefits of the program. What document do you need to create in order to initiate the projects within your program?

- A. Project charter
- B. Program charter
- C. Program scope statement
- D. Project preliminary scope statement

Answer: A

NEW QUESTION 5

- (Topic 1)

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

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

Answer: C

NEW QUESTION 6

- (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 7

- (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 8

- (Topic 1)

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

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

Answer: B

NEW QUESTION 9

- (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 10

- (Topic 1)

What is the present value of a program that will be worth \$3,567,000 if it lasts for six years and the rate of return is five percent?

- A. \$1,550,850
- B. \$3,532,000
- C. \$2,502,750
- D. \$2,661,750

Answer: D

NEW QUESTION 10

- (Topic 1)

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

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

Answer: D

NEW QUESTION 11

- (Topic 1)

You are the program manager for your organization. Management has asked that you determine when resources, such as leased equipment, are no longer needed so that you may release the resources to save time, money, and utilization of resources within your program. What program management process is management asking you to perform?

- A. Contract administration
- B. Resource management
- C. Resource control
- D. Procurement management

Answer: C

NEW QUESTION 15

- (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 16

- (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 20

- (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 24

- (Topic 1)

What document asks the seller to provide your project with a detailed description of a project solution along with a price to complete the project work?

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

Answer: A

NEW QUESTION 29

- (Topic 1)

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

Answer: A

NEW QUESTION 31

- (Topic 1)

Harriet is the program manager of a large program that has a high profile and visibility in her organization. Some of the stakeholders are negative and Harriet needs to work with these stakeholders to address their fears, perceived threats, and concerns about the program. Which communication method is considered to be the best approach for this scenario?

- A. Face-to-face
- B. Many-to-many
- C. Ad hoc conversation
- D. One-to-many

Answer: A

NEW QUESTION 35

- (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 37

- (Topic 1)

You are identifying stakeholders for your program to create new software for your organization. The software will affect the ordering by the customer, the manufacturing of the product, inventory, and account management. Sarah, a key stakeholder in your program, is skeptical of one application affecting so many parts of the organization. She prefers that several applications be created instead of the approach your program will take. In stakeholder identification how would you categorize Sarah?

- A. Active
- B. Negative
- C. Positive
- D. Passive

Answer: B

NEW QUESTION 42

- (Topic 1)

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 schedule performance index (SPI) for this program?

- A. Negative ten percent
- B. .75
- C. \$300,000
- D. \$225,000

Answer: B

NEW QUESTION 45

- (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 46

- (Topic 1)

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

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

Answer: D

NEW QUESTION 48

- (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 53

- (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 57

- (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 59

- (Topic 1)

Which one of the following is NOT a component of the risk monitoring and controlling process?

- A. Executing risk response plans
- B. Completing quantitative risk analysis
- C. Tracking identified risks
- D. Determining if new risks have developed

Answer: B

NEW QUESTION 62

- (Topic 1)

What percentage of communication is nonverbal?

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

Answer: A

NEW QUESTION 65

- (Topic 1)

You are the program manager for the SRQ Program. You have rejected several change requests for the program scope. What must you do with the rejected change requests?

- A. Communicate why the change request was rejected and record the results in the lessons learned documentation for your program.
- B. Inform the stakeholders that their change requests have been rejected.
- C. Communicate the change request status to the stakeholders and record the results of the change request in the change register.
- D. Inform the stakeholders why their change requests have been rejected.

Answer: C

NEW QUESTION 70

- (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 73

- (Topic 1)

What component of the change management system is responsible for evaluating, testing, and documenting changes created to the project scope?

- A. Project Management Information System
- B. Integrated Change Control
- C. Scope Verification
- D. Configuration Management System

Answer: D

NEW QUESTION 77

- (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 79

- (Topic 1)

Olive is the program manager for her organization. She has created a request for proposal for a large portion of her program. In this work to be procured she has set several requirements for the vendors to participate. The chief among these requirements is a vendor must have at least four licensed electricians in his team. This requirement for four licensed electricians is an example of which one of the following terms?

- A. Screening system
- B. Scoring model
- C. Vendor analysis requirements
- D. Evaluation criteria

Answer: A

NEW QUESTION 80

- (Topic 1)

You are the program manager for your organization. Management would like to consider the present value for your program. If your program is predicted to be worth \$450,000 in two years what is the present value of the program if the interest rate is six percent?

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

Answer: A

NEW QUESTION 84

- (Topic 1)

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

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

Answer: A

NEW QUESTION 88

- (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 91

- (Topic 1)

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

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

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

Answer: A

NEW QUESTION 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 94

- (Topic 1)

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

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

Answer: D

NEW QUESTION 98

- (Topic 1)

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

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

Answer: B

NEW QUESTION 102

- (Topic 1)

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

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

Answer: B

NEW QUESTION 107

- (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 109

- (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 114

- (Topic 2)

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

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

Answer: C

NEW QUESTION 115

- (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 118

- (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 120

- (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 123

- (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 128

- (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 133

- (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 137

- (Topic 2)

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

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

Answer: B

NEW QUESTION 142

- (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 147

- (Topic 2)

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

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

Answer: D

NEW QUESTION 149

- (Topic 2)

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

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

Answer: A

NEW QUESTION 151

- (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 155

- (Topic 2)

Wan is the program manager for his organization. He has been hearing reports that some

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

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

Answer: A

NEW QUESTION 156

- (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 157

- (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 161

- (Topic 2)

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

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

Answer: A

NEW QUESTION 165

- (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 169

- (Topic 2)

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

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

Answer: A

NEW QUESTION 171

- (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 176

- (Topic 2)

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

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

Answer: D

NEW QUESTION 177

- (Topic 2)

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

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

Answer: D

NEW QUESTION 178

- (Topic 2)

Holly is the program manager for her program. She is creating with her team a plan that will address how the program team will achieve program goals based on who the program will need to interact with in the program. This plan should define all of the people, groups, and other entities the program needs to interact with in order to move the program forward. On what plan is Holly working?

- A. Stakeholder management plan
- B. Communications management plan
- C. Human resource management plan
- D. Interface management plan

Answer: D

NEW QUESTION 180

CORRECT TEXT - (Topic 2)

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

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

Answer: D

NEW QUESTION 184

- (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 188

- (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 189

- (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 193

- (Topic 2)

You are the program manager for a large program in your matrix organization. You need to define when the resources in your program will be brought into the program and then released from the program so that the project managers, operational managers, and your program team can plan accordingly. What program management plan defines when resources are needed, how the resources will be obtained, and how the resources may be released from the program?

- A. Procurement management plan
- B. Resource management plan
- C. Team management plan
- D. Schedule management plan

Answer: B

NEW QUESTION 195

- (Topic 2)

If a program has a budget of completion of \$550,000, is 25 percent complete, and has spent \$135,000 what is the cost variance (CV)?

- A. .99
- B. -\$2,500
- C. \$2,500
- D. 1.02

Answer: C

NEW QUESTION 196

- (Topic 2)

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

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

Answer: A

NEW QUESTION 201

- (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 205

- (Topic 2)

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

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

D. Kill points

Answer: D

NEW QUESTION 208

- (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 213

- (Topic 3)

You are the project manager for the GGG Project and are about to close the project kick off meeting. All of the project team members and the key stakeholders are in attendance. What final item should you talk about before closing the meeting?

- A. Discuss the importance of the project scope.
- B. Thank everyone for attending.
- C. Discuss the action items and the importance of the items being completed as planned.
- D. Remind everyone that you're the project manager if they have QUESTION NOs.

Answer: C

NEW QUESTION 214

- (Topic 3)

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

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

Answer: A

NEW QUESTION 217

- (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 219

- (Topic 3)

You are the program manager for your organization. Your current program has a budget at completion of \$3,450,000 and is expected to last two years. The program is currently 30 percent complete and has spent ten percent more than what it should have to arrive at this point in the program schedule. Based on this information, what is estimate at completion (EAC) for this program?

- A. \$2,656,500
- B. There is not enough information to know.
- C. \$3,795,000
- D. \$1,035,000

Answer: C

NEW QUESTION 223

- (Topic 3)

Who owns the program?

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

Answer: C

NEW QUESTION 227

- (Topic 3)

What does CPI value less than 1.0 indicates?

- A. Cost overrun for work completed
- B. Scheduled performance is great
- C. Cost underrun of performance to date
- D. Cost for completed work is as per estimate

Answer: A

NEW QUESTION 231

- (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 233

- (Topic 3)

If a risk has a probability of 60 percent and an impact of -\$57,000 what will the expected monetary value of the risk event be?

- A. -\$34,200
- B. -\$57,000
- C. -9,500
- D. You will need to know the utility function of the organization to determine this.

Answer: A

NEW QUESTION 238

- (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 243

- (Topic 3)

What is the other name for critical delivery dates?

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

Answer: D

NEW QUESTION 247

- (Topic 3)

You are the program manager for your organization. Management has assigned you to a new program that has been chartered. Your team is in the process of the Manage Program Issues process. One of the two outputs of this process is change requests. Which one of the following is the other one?

- A. Audit reports
- B. Program management plan
- C. Program performance reports
- D. Program issues register updates

Answer: D

NEW QUESTION 250

- (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 254

- (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 259

- (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 264

- (Topic 3)

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

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

Answer: C

NEW QUESTION 265

- (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 266

- (Topic 3)

What percentage of communication is nonverbal?

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

Answer: B

NEW QUESTION 270

- (Topic 3)

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

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

Answer: C

NEW QUESTION 274

- (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 276

- (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 279

- (Topic 3)

Which of the following statements are true regarding the Monitoring and Controlling Program Risks process? Each correct answer represents a complete solution. Choose all that apply.

- A. Risk Monitoring and Control is an ongoing process for the life of the program.
- B. Planned risk responses should be continuously monitored for new and changing risks.
- C. Monitoring reduces the impact of risk by identifying, analyzing, reporting, and managing risks on a continuous basis.
- D. It is the process of selecting the most suitable response to reduce the threats to the program objectives.

Answer: ABC

NEW QUESTION 281

- (Topic 3)

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

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

Answer: C

NEW QUESTION 285

- (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 289

- (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 291

- (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 296

- (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 298

- (Topic 3)

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

Answer: A

NEW QUESTION 302

- (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 305

- (Topic 3)

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

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

Answer: B

NEW QUESTION 308

- (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 310

- (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 313

- (Topic 3)

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

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

Answer: A

NEW QUESTION 314

- (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 317

- (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 319

- (Topic 3)

Identify the term described in the statement given below? "The use of it should be reviewed along with an assessment of their effectiveness. This will aid the program management in determining if risks to the program are being effectively managed. It also provides feedback to the program management on any projects that need to be recovered or terminated."

- A. Budget
- B. Planned Value
- C. Contingency Reserve
- D. Earned Value

Answer: C

NEW QUESTION 323

- (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 328

- (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 332

- (Topic 3)

You have completed a project for a client at his facility. The project has lasted for 18 months and you have generated many reports, plans, change request forms, and other documents about the project work. What should you do with the project documentation?

- A. Give it to the client for his information.
- B. Destroy it, as this information is relevant to the client.
- C. Archive it as part of your organization's process assets.
- D. Leave it as is for the client to destroy or archive.

Answer: C

NEW QUESTION 335

- (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 337

- (Topic 3)

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

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

Answer: C

NEW QUESTION 339

- (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 342

- (Topic 3)

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

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

Answer: C

NEW QUESTION 347

- (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 348

- (Topic 4)

Which of the following documents provides the mandate to execute the program within a certain timeline and also presents milestones for the delivery of products or incremental benefits?

- A. Program charter
- B. Program WBS
- C. Program risk register
- D. Program architecture baseline

Answer: A

NEW QUESTION 353

- (Topic 4)

You are the program manager for your organization. Management has asked you to create a document that will capture the stakeholders concerns, perceived threats, and specific objectives about the program and its projects. What document is management asking you to create in this instance?

- A. Business case
- B. Scope statement
- C. Requirements document
- D. Project charter

Answer: B

NEW QUESTION 357

- (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 362

- (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 364

- (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 368

- (Topic 4)

Which of the following individual should respond to the risk with the preplanned risk response?

- A. Key stakeholder
- B. Project manager
- C. Risk owner
- D. Project sponsor

Answer: C

NEW QUESTION 372

- (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 377

- (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 380

- (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 384

- (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 389

- (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 393

- (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 398

- (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 403

- (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 404

- (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 408

- (Topic 4)

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

Answer: B

NEW QUESTION 411

- (Topic 4)

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

Answer: A

NEW QUESTION 415

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