

PMI

Exam Questions PgMP

Program Management Professional (PgMP)



NEW QUESTION 1

- (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 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)

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 5

- (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 6

- (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 7

- (Topic 1)

Your program creates a byproduct that you could sell to a client. The cost of the byproduct would offset the cost of the program by nearly \$7,500 per month. This is an example of which positive risk response?

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

Answer: C

NEW QUESTION 8

- (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 9

- (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)

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, how many pennies is the program losing per dollar invested in the program work?

- A. 17
- B. 11
- C. 15
- D. 14

Answer: B

NEW QUESTION 10

- (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 15

- (Topic 1)

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

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

Answer: A

NEW QUESTION 19

- (Topic 1)

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

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

Answer: C

NEW QUESTION 22

- (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 27

- (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 32

- (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 37

- (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 38

- (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 43

- (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 45

- (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 49

- (Topic 1)

Which of the following statements is most accurate about the critical path?

- A. The critical path is always one path that shows the project duration.
- B. The critical path has no float.
- C. The critical path is the longest path because it has the most activities.
- D. The critical path reveals which path has the most risk of failure.

Answer: B

NEW QUESTION 52

- (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 53

- (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 58

- (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 61

- (Topic 1)

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

Answer: D

NEW QUESTION 64

- (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 68

- (Topic 1)

You are the program manager of the OFE Program. You are working with your program team and project managers to ensure that there is consistency in the execution of the program plan. You stress that the work has been planned and now the team must accurately complete the work. You want to ensure that the work is done correctly the first time in the program. What type of process are you stressing to your program team and project managers?

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

Answer: A

NEW QUESTION 71

- (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 72

- (Topic 1)

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

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

Answer: A

NEW QUESTION 74

- (Topic 1)

Donna is the project manager for her organization. She is preparing a plan to manage changes to the project should changes be requested. Her change management plan defines the process for documenting, tracking, and determining if the changes should be approved or declined. What system is considered the parent of the change control system documented in Donna's plan?

- A. Quality Management System
- B. Change Control System
- C. Project Management Information System
- D. Integrated Change Control System

Answer: C

NEW QUESTION 78

- (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 81

- (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 84

- (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 89

CORRECT TEXT - (Topic 2)

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

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

Answer: A

NEW QUESTION 92

- (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 96

- (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 100

- (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 101

- (Topic 2)

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

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

Answer: A

NEW QUESTION 103

- (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 108

- (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 112

- (Topic 2)

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

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

Answer: D

NEW QUESTION 113

- (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 116

- (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 121

- (Topic 2)

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

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

Answer: D

NEW QUESTION 124

- (Topic 2)

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

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

Answer: D

NEW QUESTION 127

- (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 131

- (Topic 2)

There are five stages of team development. At which stage are there likely to be disagreements and struggle for roles in the program team?

- A. Adjourning
- B. Forming
- C. Confronting
- D. Storming

Answer: D

NEW QUESTION 133

- (Topic 2)

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

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

Answer: C

NEW QUESTION 134

- (Topic 2)

Over the life of your program you've received many change request forms. Some of the change requests have been approved and some have been declined. Where should you record all change requests and their status?

- A. Change register
- B. Integrated change control
- C. Program Management Information System
- D. Change log

Answer: A

NEW QUESTION 138

- (Topic 2)

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

- A. How quality control will be included in the scope
- B. How changes may be allowed to enter the program scope

- C. How the program scope will be created for your program
- D. How the program scope will be controlled

Answer: A

NEW QUESTION 143

- (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 148

- (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 149

- (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 153

- (Topic 2)

All of the following are resources that need to be monitored and controlled except for which one?

- A. Equipment
- B. Staff
- C. Quality
- D. Facilities

Answer: C

NEW QUESTION 158

- (Topic 2)

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

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

Answer: B

NEW QUESTION 162

- (Topic 2)

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

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

Answer: D

NEW QUESTION 164

- (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 169

- (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 174

- (Topic 2)

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

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

Answer: C

NEW QUESTION 179

- (Topic 2)

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

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

Answer: B

NEW QUESTION 183

- (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 187

- (Topic 2)

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

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

Answer: B

NEW QUESTION 190

- (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 193

- (Topic 2)

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

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

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

Answer: A

NEW QUESTION 195

- (Topic 3)

You are the program manager for your organization. Your program is about to be initiated and management is asking you for a document that will define all of the required resources, skills, and competencies you'll need in your program. What document defines the skills and competencies for a program?

- A. Staffing management plan
- B. Staffing pool description
- C. Program resources requirements plan
- D. Human resources management plan

Answer: B

NEW QUESTION 200

- (Topic 3)

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

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

Answer: ACD

NEW QUESTION 201

- (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 204

- (Topic 3)

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

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

Answer: B

NEW QUESTION 205

- (Topic 3)

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

Which of the following is true regarding this scenario?

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

Answer: D

NEW QUESTION 207

- (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 209

- (Topic 3)

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

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

Answer: C

NEW QUESTION 214

- (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 219

- (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 220

- (Topic 3)

What is the other name for critical delivery dates?

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

Answer: D

NEW QUESTION 225

- (Topic 3)

_____ is the degree to which a set of inherent characteristics fulfills requirements.

- A. Scope
- B. Project phase
- C. Regulation
- D. Quality

Answer: D

NEW QUESTION 228

- (Topic 3)

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

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

Answer: D

NEW QUESTION 232

- (Topic 3)

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

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

Answer: D

NEW QUESTION 233

- (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 238

- (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 239

- (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 243

- (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 248

- (Topic 3)

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

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

Answer: A

NEW QUESTION 252

- (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 256

- (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 259

- (Topic 3)

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

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

Answer: C

NEW QUESTION 264

- (Topic 3)

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

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

Answer: D

NEW QUESTION 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 267

- (Topic 3)

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

- A. Resource management plan
- B. Transition plan

- C. Communications management plan
- D. Benefits management plan

Answer: B

NEW QUESTION 271

- (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 273

- (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 274

- (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 277

- (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 278

- (Topic 3)

You are the program manager of HYH Program for your organization. Your program is to create a new sports arena for your city within 12 months. Your program has seven projects and you've worked with all of the project managers before. Even though you've worked with the project managers before you still need to define the authority of the project managers and their projects. What document names the project manager for the project?

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

Answer: B

NEW QUESTION 279

- (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 280

- (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 284

- (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 289

- (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 291

- (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 294

- (Topic 4)

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

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

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

Answer: D

NEW QUESTION 296

- (Topic 4)

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. Project charter
- B. Project scope statement

- C. Requirements technical documentation
- D. Detail design document

Answer: B

NEW QUESTION 299

- (Topic 4)

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

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

Answer: C

NEW QUESTION 304

- (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 309

- (Topic 4)

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

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

Answer: C

NEW QUESTION 311

- (Topic 4)

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

Answer: D

NEW QUESTION 313

- (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 318

- (Topic 4)

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

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

Answer: C

NEW QUESTION 319

- (Topic 4)

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

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

Answer: C

NEW QUESTION 320

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