PgMP Dumps

Program Management Professional (PgMP)

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NEW QUESTION 1
- (Topic 1)
What analysis type could you use in a program to compare the positive stakeholders and their position, power, and influence over your program to the same variable components of the negative stakeholders in your program?

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

Answer: D

NEW QUESTION 2
- (Topic 1)
A program has a budget at completion of $1,250,000 and has already spent $425,000. The program is running late due to some vendor delays; the program is only 30 percent complete though it was scheduled to be 45 percent at this time. Based on this information how much more money will this program need to finish?

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

Answer: C

NEW QUESTION 3
- (Topic 1)
Your program exists within a matrix structure. Your program has eight projects that all share resources from around the organization. You are concerned that some of the project team members may be over allocated and want to create a chart that will reflect the utilization of resources. What kind of chart can show the utilization of project team members used in your program?

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

Answer: C

NEW QUESTION 4
- (Topic 1)
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 5
- (Topic 1)
In which of the following processes is the program charter created?

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

Answer: C

NEW QUESTION 6
- (Topic 1)
Part of your job as the program manager is to coach the project managers on their duties and goals. One of the project managers, Holly, is having trouble discerning the difference between quality assurance and quality control. She understands that she needs both to help you reach the program goals. Which statement best describes quality assurance for a project within your program?

A. Quality assurance is an inspection-driven process to keep mistakes out of the project.
B. Quality assurance is a prevention-driven process to keep mistakes out of the project.

C. Quality assurance defines quality and sets goals for the project team.
D. Quality assurance is an organization-wide process to do the work according the organizational goals and metrics.

Answer: B

NEW QUESTION 7
- (Topic 1)
You are the program manager for your organization. You're currently creating an accountability matrix starting with yourself, the program manager and the program sponsor. What program management process identifies the program sponsor?

A. Pre-program setup phase
B. Authorization of program processes and projects
C. Initiate program process
D. Initiation of the program management team

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)
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)
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 10
- (Topic 1)
You are the program manager for your organization and you are preparing to launch several constituent projects within your program. You need to ensure that each project manager is authorized to utilize the appropriate project and program resources in order to complete the project requirements. What document do you need to create for each constituent project in your program to ensure that each project manager can use the appropriate resources?

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

Answer: A

NEW QUESTION 13
- (Topic 1)
You are the program manager for your organization and are planning the roles and responsibilities in your program. You would like to create a RACI chart for the program work. What does RACI mean?

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

Answer: A

NEW QUESTION 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 17
- (Topic 1)
You are the program manager for your organization. You are examining the order of the activities in your program schedule and would like to change some of the ordering to alleviate scheduling conflicts, risks, and based on your experience with the discipline the program uses. Some of the activities you can rearrange while some of the activities must be completed in a particular order. What term describes the activities that can happen in any order?

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

Answer: B

NEW QUESTION 19
- (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 22
- (Topic 1)
Joan is the program manager for her organization. Management has asked her to create a centralized reporting system to capture information on program work, risks, changes, benefits management, and other aspects of the program. What solution can Joan implement to capture, communicate, and record the information management wants?

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

Answer: A

NEW QUESTION 27
- (Topic 1)
You are the program manage 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 28
- (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 32
- (Topic 1)
What is the formula to determine earned value (EV) for a program?

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

Answer: C

NEW QUESTION 36
- (Topic 1)
Terri is the program manager for her organization and she's working with Alice, a project
manager in her program. Alice calls Terri and insists that she add a change to program scope. Terri agrees that the change should be entertained. What must Alice do to move forward with her change request?

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

Answer: C

NEW QUESTION 38
- (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 41
- (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 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 50
- (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 51
- (Topic 1)
You are the program manager for your organization. Part of your role as the program manager is to train John, a new program manager, on the program processes within a program. John is confused as to when the program team can be acquired in the program management lifecycle. When will the program team be acquired for a program?

A. Planning
B. Execution
C. Monitoring and controlling
D. Initiation

Answer: B

NEW QUESTION 53
- (Topic 1)
You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes do not enter into the project. What type of action have you provided in this scenario?

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

Answer: A

NEW QUESTION 58
- (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 60
- (Topic 1)
You are the program manager for your organization. When a project in your program is completed, who will need to sign the certificate of completion?

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

Answer: B

NEW QUESTION 61
- (Topic 1)
You are the program manager for your organization that utilizes vendors from several different organizations. A vendor has submitted an invoice for the work they have completed in your program. You have reviewed the work results and agree with the vendor that their contractual obligation is complete. What should you do next in regard to the vendor's invoice?

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

Answer: A

NEW QUESTION 64
- (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 65
- (Topic 2)
Julie is the program manager of the NHQ Program for her organization and she believes the program is now complete. Julie is closing her program, and she's working with her program sponsor to review the program's deliverables and benefits. Janet, the program sponsor, is very pleased with the program and agrees that the program has met the program scope. What should Julie and the program sponsor do next?

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

Answer: D

NEW QUESTION 66
- (Topic 2)
Your program will create new software and install new hardware for your organization. Some of the goals of the program is to improve employee morale, improve customer service, and boost customer satisfaction. These intangible goals need metrics. What program stakeholder is responsible for quantifying these goals?

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

Answer: C

NEW QUESTION 70
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 71
- (Topic 2)
A team member has made a mistake during the installation of a fixture in your program. You have requested that the team member should correct the problem so that the fixture is
installed properly. Once the team members has corrected the problem what action should be taken next?

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

Answer: A

NEW QUESTION 75
- (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 80
- (Topic 2)
You are the program manager for your organization and are planning the composition of the project team. In your organization resources are used from throughout the company and may serve on more than one project. While you, the program manager, will have most of the authority on the program you want the project managers to have authority over the project decisions. What type of an organizational structure does your organization have?

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

Answer: A

NEW QUESTION 83
- (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 85
- (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 90
- (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 95
- (Topic 2)
You are the program manager of the NHQ Program. You will need to initiate six projects for your program. When should project initiating happen within a program?

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

Answer: A

NEW QUESTION 99
- (Topic 2)
Gary is program manager for his organization. His current program is over budget and is slipping on the program schedule. Management has demanded a change to the program scope. What is the most likely type of change management would make to this program scope?

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

Answer: B

NEW QUESTION 102
- (Topic 2)
You are the program manager for your project. You are working with the project managers regarding the procurement processes for their projects. You have ruled out one particular contract type because it is considered too risky for the program. Which one of the following contract types is usually considered to be the most dangerous for the buyer?

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

Answer: B

NEW QUESTION 107
- (Topic 2)
Julie is the project manager of the NHQ Project. She and her project team have successfully finished the project and the customers have signed the project closure agreement. Julie has compiled all of the project records and the project's lessons learned documentation. What should Julie do with the project's lessons learned documentation?

A. These are for Julie's reference when she is reviewed by the project sponsor.

B. These are given to the project sponsor so he can review the project.
C. These are given to the project steering committee so they may review the projectperformance.
D. These are transferred to the lessons learned knowledge base.

Answer: D

NEW QUESTION 112
- (Topic 2)
Ned is the program manager for his organization and he's considering some new materials for his program. He and his team have never worked with these materials before and he wants to ask the vendor for some additional information, a demon, and even some samples. What type of a document should Ned send to the vendor?

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

Answer: A

NEW QUESTION 113
- (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 118
- (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 120
- (Topic 2)
Alice is the project manager of the NHQ Project and is entering the project's closing processes. The project, she has managed, has been for another organization in a contractual relationship. Her organization requires Alice to complete performance reviews of the project team, review the deliverables with the project customer, and to obtain formal signoff of the project deliverables. There may be other conditions and activities that Alice likely will need to do in this final project phase. Where can Alice check regarding this project?

A. Project Integration Plan
B. Project Contract
C. Project Quality Control procedures
D. Project Communications Management Plan

Answer: B

NEW QUESTION 125
- (Topic 2)
Which one of the following is the best definition of program quality?

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

Answer: A

NEW QUESTION 126
- (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 128
- (Topic 2)
Hans is the program manager for his organization. His current project has seven constituent projects that each will create deliverables for the organization. Who is responsible for the project deliverables in this scenario?

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

Answer: A

NEW QUESTION 131
- (Topic 2)
You are the program manager of the NQA Program. In this program you're planning which contract types you'll allow into the program and which ones you will not. One contract type you won't accept is the cost plus percentage of cost contract. Which of the following is a valid reason you would not allow this contract type into your program?

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

Answer: C

NEW QUESTION 132
- (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 134
- (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 135
- (Topic 2)
You need to create a document that will define the costs, resources, and characteristics of each deliverable the program will create. What document should you create?

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

Answer: B

NEW QUESTION 136
- (Topic 2)
Tom is the program manager for his organization. He has to balance the resources he'll be using in the program with the demand for operations to use the same resources. What program document can Tom reference to determine the availability of certain program resources, such as application developers, engineers, and technical writers?

A. Staffing management plan
B. Resource calendar
C. Functional management plan

D. The resource pool description

Answer: B

NEW QUESTION 141
- (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 142
- (Topic 2)
You are the program manager for your organization and you're coaching Tom, an aspiring program manager, on program management. Tom is curious about controlling communications. Which one of the following is an output of the communications control process?

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

Answer: B

NEW QUESTION 143
- (Topic 2)
You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes don't enter the project. What type of action have you provided in this scenario?

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

Answer: C

NEW QUESTION 147
- (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 152
- (Topic 2)
Which one of the following is not an output of the direct and manage program execution process?

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

Answer: B

NEW QUESTION 154
- (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 157
- (Topic 2)
You are the program manager for your organization. A new program is about to 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 161
- (Topic 2)
What is a stakeholder analysis chart?

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

Answer: C

NEW QUESTION 166
- (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 171
- (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 175
- (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 180
- (Topic 2)
Molly is the program manager for her organization and she is creating a program plan that defines the benefits of the program and how her program and team will create the benefits for the organization. What plan is Molly creating in this scenario?

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

Answer: D

NEW QUESTION 181
- (Topic 3)
On which of the following documents you work throughout the risk management processes?

A. Risk management plan
B. Project management plan
C. Risk register
D. Project charter

Answer: C

NEW QUESTION 183
- (Topic 3)
In a program, management would like to consider the present value for each year a program creates a return on investment. What program selection method is management using?

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

Answer: A

NEW QUESTION 186
- (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 189
- (Topic 3)
What document should you provide to the vendors if you're only interested for a set fee for their materials?

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

Answer: A

NEW QUESTION 190
- (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 191
- (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 192
- (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 193
- (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 195
- (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 200
- (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 202
- (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 204
- (Topic 3)
Which of the following risk response planning techniques is associated with threats and seeks to reduce the probability of occurrence, or impact of risk below an acceptable threshold?

A. Risk avoidance
B. Risk transference
C. Risk mitigation
D. Risk acceptance

Answer: C

NEW QUESTION 208
- (Topic 3)
You are the program manager of the YHT Program. You have been working with a vendor in the program but have decided that the contract between your program and the vendor needs to be terminated. What two things must be documented if you wish to terminate a vendor's contract?

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

Answer: D

NEW QUESTION 211

- (Topic 3)
Ned is the program manager for his organization and he's considering some new materials for his program. He and his team have never worked with these materials before and he wants to
ask the vendor for some additional information, a demon, and even some samples. What type of a document should Ned send to the vendor?

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

Answer: A

NEW QUESTION 215
- (Topic 3)
What is the other name for critical delivery dates?

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

Answer: D

NEW QUESTION 219
- (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 220
- (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 221
- (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 224
- (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 226
- (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 227
- (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 232
- (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 235
- (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 237
- (Topic 3)
Which of the following statements is the most accurate when it comes to program change requests for the program scope?

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

Answer: B

NEW QUESTION 238
- (Topic 3)
You are the program manager for the GHT Program for your company. This program has a budget at completion of $789,000 and is currently 40 percent complete, though it was scheduled to be 50 percent at this time. Your program has spent $325,000 of the budget to date. Based on this information, how many pennies is your program losing per dollar spent on the work?

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

Answer: B

NEW QUESTION 243
- (Topic 3)
Which of the following is used to build consensus through rounds of anonymous surveys?

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

Answer: B

NEW QUESTION 248

- (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 250

- (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 253

- (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 254

- (Topic 3)
Which earned value management formula can help you determine how likely it is that you'll complete the program based on the amount of cash left in the program budget?

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

Answer: C

NEW QUESTION 259

- (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 260

- (Topic 3)
Which of the following documents is described in the statement below?
"It is a type of procurement document used to request proposals from prospective sellers of products or services."

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

Answer: C

NEW QUESTION 264

- (Topic 3)
You are the program manager for your organization. Your current program has fourteen projects and one project manager in your program is about to close her project. She will need all of the following inputs to the close project process except for which one?

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

Answer: D

NEW QUESTION 269
- (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 272
- (Topic 3)
Communication is large percentage of program execution as the program manager must communicate with the appropriate stakeholders. In larger programs face-to-face communication is not always possible. When emails are used what verbal aspect of communication is lost?

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

Answer: D

NEW QUESTION 276
- (Topic 4)
A new program is being initiated for the HNQ Organization. The program manager is working with the business analyst and management to define several attributes of the program. All of the following are identified during program initiation except for which one?

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

Answer: D

NEW QUESTION 277
- (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 281
- (Topic 4)
Robert is the program manager of the NHQ Program. His team has never worked with one another before this program and he is worried about their abilities to become a team in very short order. He would like to create a team development exercise to facilitate this process. Robert will need all of the following information except for which one to facilitate team development?

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

Answer: C

NEW QUESTION 285
- (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 286
- (Topic 4)
According to Standard for Program Management, Second Edition, how many knowledge areas are involved for program management?

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

Answer: C

NEW QUESTION 291
- (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 296
- (Topic 4)
A team member has made a mistake during the installation of a fixture in your program. You have requested that the team member should correct the problem so that the fixture is installed properly. Once the team members has corrected the problem what action should be taken next?

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

Answer: B

NEW QUESTION 297
- (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 299
- (Topic 4)
Who owns the program?

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

Answer: B

NEW QUESTION 303
- (Topic 4)
You are the program manager for your organization. You have proposed a program that will cost $750,000 and will last for four years. Management is concerned with the cost of the program in relation to the return your program will bring. If the rate of return is six percent what is the minimum value your project should return in four years based on the investment of the program?

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

Answer: B

NEW QUESTION 308
- (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 309
- (Topic 4)
A project manager in your program has estimated the cost of a program to be $145,000. As the project manager's project comes close to completion, the project manager realizes that
he has still $27,876 left in his project budget. He decides to add some additional features to the project's deliverables in an effort to use the remaining budget.
These additions will add value to the project and the project customer is likely to enjoy these new features. This is an example of what term?

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

Answer: A

NEW QUESTION 311
- (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 312
- (Topic 4)
What is another term that can be assigned to the pre-program analysis and research to determine if a program should be initiated?

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

Answer: B

NEW QUESTION 314
- (Topic 4)
Which of the following terms is used for a schedule compression technique where two activities that were previously scheduled to start sequentially start at the same time?

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

Answer: A

NEW QUESTION 318
- (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 320
- (Topic 4)

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

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

Answer: B

NEW QUESTION 323
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