

PgMP Dumps

Program Management Professional (PgMP)

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NEW QUESTION 1

- (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 2

- (Topic 1)

Marty is the project manager of the recently completed NHK Project. The project was deemed successful by the project customer and they have signed the formal acceptance documentation. Marty has written the final project report, released the project team, and completed the lessons learned documentation. What else should Marty do in the closure of the NHK Project?

- A. Summarize the project variance.
- B. Archive the project records.
- C. Summarize the project risks costs.
- D. Close the project office.

Answer: B

NEW QUESTION 3

- (Topic 1)

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 4

- (Topic 1)

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

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

Answer: A

NEW QUESTION 5

- (Topic 1)

As a program manager you must also understand the project management lifecycle and the project lifecycle. What is the difference between the two?

- A. The project management lifecycle and the project lifecycle are the same thing.
- B. The project management lifecycle is comprised of the phases initiating, planning, executing, monitoring and controlling, and closing.
- C. The project lifecycle is comprised of phases that are unique to the project work.
- D. The project management lifecycle is unique to each project while the project lifecycle is universal to all projects.
- E. The project management lifecycle is universal to all projects and the project lifecycle is unique to each project.

Answer: D

NEW QUESTION 6

- (Topic 1)

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

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

Answer: C

NEW QUESTION 7

- (Topic 1)

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

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

Answer: C

NEW QUESTION 8

- (Topic 1)

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

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

Answer: D

NEW QUESTION 9

- (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 need to define all of the program resources you'll need for your program. All of the following can be considered a program resource except for which one?

- A. A forklift
- B. Materials for the installation of a new server
- C. A positive risk response
- D. Gary, an application developer

Answer: C

NEW QUESTION 10

- (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 12

- (Topic 1)

Mike is the program manager of the NHQ Program. Mike and a vendor are in disagreement over the deliverable the vendor has created for Mike's program. Mike does not believe the vendor has correctly created the deliverable, while the vendor is adamant that his company has indeed completed the contract. Both parties have documented their stance in the debate.

This is an example of what?

- A. Breach of contract
- B. Issue
- C. Risk
- D. Claim

Answer: D

NEW QUESTION 13

- (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 17

- (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 18

- (Topic 1)

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

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

Answer: B

NEW QUESTION 19

- (Topic 1)

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

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

Answer: A

NEW QUESTION 20

- (Topic 1)

Molly is the program manager for her organization. She is creating a document that defines the benefits the program will create for her organization once the program has been completed. What document is Molly writing?

- A. Program charter
- B. Program benefits realization plan
- C. Program benefits statement
- D. Program scope statement

Answer: C

NEW QUESTION 22

- (Topic 1)

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

- A. Tentative
- B. Step funding
- C. Milestone approval
- D. Phase gate estimating

Answer: B

NEW QUESTION 24

- (Topic 1)

Eric is the project manager of the NQQ Project and has hired the ZAS Corporation to complete part of the project work for Eric's organization. Due to a change request the ZAS Corporation is no longer needed on the project even though they have completed nearly all of the project work. Is Eric's organization liable to pay the ZAS Corporation for the work they have completed so far on the project?

- A. It depends on what the outcome of a lawsuit will determine.
- B. No, the ZAS Corporation did not complete all of the work.
- C. It depends on what the termination clause of the contract stipulates.
- D. Yes, the ZAS Corporation did not choose to terminate the contract work.

Answer: C

NEW QUESTION 27

- (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 29

- (Topic 1)

What is the formula to determine earned value (EV) for a program?

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

Answer: C

NEW QUESTION 34

- (Topic 1)

You are the program manager of the GHY Program in your organization. It has come to your attention that some of the project managers in your program are adding time to each project activity in an effort to pad their durations in case some event happens in their project that will cause delays. What principle should you share with these project managers that counterattack the concept of padding activities with additional time?

- A. Parkinson's Law
- B. Law of Diminishing Returns
- C. 80/20 Law
- D. Pareto's Law

Answer: A

NEW QUESTION 36

- (Topic 1)

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

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

Answer: C

NEW QUESTION 39

- (Topic 1)

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

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

Answer: C

NEW QUESTION 44

- (Topic 1)

You are 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 48

- (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 52

- (Topic 1)

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

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

Answer: D

NEW QUESTION 54

- (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 57

- (Topic 1)

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

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

Answer: C

NEW QUESTION 60

- (Topic 1)

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

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

Answer: B

NEW QUESTION 62

- (Topic 1)

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

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

D. Program scope

Answer: C

NEW QUESTION 63

- (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 64

- (Topic 1)

You are the program manager for your organization. Management has asked you to create a method to track the program stakeholders' concerns, threats, and demands for communication. They would like you to map out each stakeholder or stakeholder group and identify trends within the chart to help your program communicate better. What type of a chart should you create for management?

- A. RACI chart
- B. Stakeholder analysis chart
- C. Roles and responsibilities chart
- D. Communication matrix

Answer: B

NEW QUESTION 65

- (Topic 1)

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

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

Answer: A

NEW QUESTION 66

- (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 71

- (Topic 1)

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

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

Answer: D

NEW QUESTION 74

- (Topic 1)

Two project managers in your program, Marcy and Mary, are not agreeing with the scheduling of project resources and they have asked for your help to determine the resolution. They are refusing to speak with each other and each is telling you that the other person is scheduling project resources for the project that are already scheduled to complete the work. In the communication model, what component represents the disagreement of these two project managers and their refusal to speak with each other about a resolution?

- A. Conflict

- B. Noise
- C. Barrier
- D. Ad hoc

Answer: C

NEW QUESTION 77

- (Topic 1)

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: A

NEW QUESTION 78

- (Topic 1)

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

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

Answer: A

NEW QUESTION 82

- (Topic 1)

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

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

Answer: B

NEW QUESTION 86

- (Topic 1)

You are the program manager for your organization. Your current program is to create a new recreational facility in your city. Franklin, the Chief Executive Officer, is concerned about meeting all of the financial and schedule requirements of the proposed program. Martina, the mayor of your town, wants to make certain the program meets all safety requirements and building codes. Your supervisor, Mary Ann, is the Program Director, and she is concerned about the start date of your program. Another stakeholder, Hal, is worried that your resources may be spread thin on the program as some of the resources are on multiple projects in your program. To whom will you report to in this program?

- A. Franklin
- B. Martina
- C. Hal
- D. Mary Ann

Answer: D

NEW QUESTION 87

- (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 91

- (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 92

- (Topic 2)

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

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

Answer: A

NEW QUESTION 94

- (Topic 2)

You are the program manager for the HNY Corporation and you complete programs for other companies in your role. You have just been assigned a new program that is very similar to a recently completed program you did for your company. Management has asked you to create a cost estimate for the program so you base your current cost estimate on the recently finished program. What type of estimating technique have you used in this instance?

- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Rough order of magnitude

Answer: C

NEW QUESTION 96

- (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 98

- (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 103

- (Topic 2)

What is the primary purpose of a project kick-off meeting?

- A. To establish why the project has been initiated.
- B. To establish the direction and purpose of the project management plan.
- C. To establish the roles and responsibilities of the stakeholders.
- D. To establish who the project manager and project sponsor are for the project.

Answer: A

NEW QUESTION 106

- (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 109

- (Topic 2)

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

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

Answer: A

NEW QUESTION 113

- (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 115

- (Topic 2)

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

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

Answer: C

NEW QUESTION 119

- (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 124

- (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 126

- (Topic 2)

You are the program manager for your organization and are coaching your project managers on the program's schedule. Alice wants to know what the schedule control process creates. All of the following are outputs of the schedule control process except for which one?

- A. Stakeholder communication information
- B. Schedule variances
- C. Program schedule updates
- D. Change requests

Answer: B

NEW QUESTION 129

- (Topic 2)

What quality control chart compares two or more variables over time to determine how closely the variables may be related to one another?

- A. Run chart
- B. Scatter diagram
- C. Control chart
- D. Pareto diagram

Answer: B

NEW QUESTION 133

- (Topic 2)

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

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

Answer: A

NEW QUESTION 135

- (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 137

- (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 139

- (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 141

- (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 144

- (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 149

- (Topic 2)

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

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

Answer: B

NEW QUESTION 150

- (Topic 2)

You are the program manager for your organization and your team has reported on a new issue among your program stakeholders. You want to address this issue as soon as possible, but it will need to be studied and reviewed. You recommend that Shirley, one of your program team members, study the issue and present a few solutions in a week's time. What else should you do with the issue?

- A. Determine the time and cost of researching the issue for resolution.
- B. Record the issue in the issue log.
- C. Document the issue in the lessons learned.
- D. Communicate with the stakeholders that you are addressing the issue.

Answer: B

NEW QUESTION 153

- (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 154

- (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 156

- (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 160

- (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 163

- (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 166

- (Topic 2)

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

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

Answer: D

NEW QUESTION 169

- (Topic 2)

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

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

Answer: A

NEW QUESTION 171

- (Topic 2)

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

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

Answer: D

NEW QUESTION 172

CORRECT TEXT - (Topic 2)

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

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

Answer: D

NEW QUESTION 177

- (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 179

- (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 183

- (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 188

- (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 191

- (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 196

- (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 197

- (Topic 3)

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

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

Answer: C

NEW QUESTION 199

- (Topic 3)

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

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

D. Mitigation plan

Answer: A

NEW QUESTION 203

- (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 206

- (Topic 3)

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

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

Answer: A

NEW QUESTION 207

- (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 211

- (Topic 3)

Which of the following program process outputs includes causes of variances from the program management plan, corrective actions taken and their outcomes, risk mitigations, and other information of value to management and stakeholders of future programs?

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

Answer: A

NEW QUESTION 213

- (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 217

- (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 218

- (Topic 3)

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

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

Answer: C

NEW QUESTION 220

- (Topic 3)

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

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

Answer: A

NEW QUESTION 225

- (Topic 3)

Who owns the program?

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

Answer: C

NEW QUESTION 228

- (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 231

- (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 236

- (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 239

- (Topic 3)

You are the program manager for your organization and are planning the roles and responsibilities in your program. You would like to create a RACI chart for the program work. What does RACI mean?

- A. It is a roles and responsibilities chart that uses responsible, action, consult, and interest responsibilities as the chart legend.

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

Answer: D

NEW QUESTION 242

- (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 247

- (Topic 3)

What is the other name for critical delivery dates?

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

Answer: D

NEW QUESTION 250

- (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 255

- (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 256

- (Topic 3)

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

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

Answer: B

NEW QUESTION 257

- (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 258

- (Topic 3)

What percentage of communication is nonverbal?

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

Answer: B

NEW QUESTION 260

- (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 263

- (Topic 3)

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

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

Answer: B

NEW QUESTION 268

- (Topic 3)

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

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

Answer: B

NEW QUESTION 270

- (Topic 3)

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

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

Answer: ABC

NEW QUESTION 275

- (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 277

- (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 282

- (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 287

- (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 292

- (Topic 3)

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

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

Answer: B

NEW QUESTION 296

- (Topic 3)

During the selection of source process, you assign certain points towards various categories to judge the vendors. Which type of source selection process is it?

- A. Benefit-cost analysis
- B. Screening system
- C. Weighting system
- D. Preferred vendor list

Answer: C

NEW QUESTION 300

- (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 303

- (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 305

- (Topic 3)

Small changes that bypass the organization's change control procedures are called .

- A. Scope creep
- B. Lag
- C. Scope fault
- D. Gold plating

Answer: A

NEW QUESTION 307

- (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 311

- (Topic 3)

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

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

Answer: C

NEW QUESTION 313

- (Topic 3)

Who makes Go/No-Go decisions during phase gate reviews?

- A. Program Governance board
- B. Program Manager
- C. Board of Project Managers
- D. Stakeholders

Answer: A

NEW QUESTION 314

- (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 319

- (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 322

- (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 326

- (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 327

- (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 332

- (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 333

- (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 337

CORRECT TEXT - (Topic 4)

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

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

Answer: C

NEW QUESTION 338

- (Topic 4)

A program has a BAC of \$1,750,000 and is expected to last two years. The program is currently at the third milestone which represents 35 percent of the program work. As it happens, this program has already spent \$620,000 of the budget. Management is concerned that the program may also be slipping on schedule because the program should be forty percent complete by this time. Based on this information which type of performing is present in this scenario?

- A. Cost, because the program has an estimate to complete of \$1,151,429.
- B. Cost, because the program has a cost variance of -7,500
- C. Schedule, because the program's planned value is only \$700,000.
- D. Schedule, because the program has a schedule performance index of .88.

Answer: D

NEW QUESTION 343

- (Topic 4)

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

Answer: C

NEW QUESTION 348

- (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 351

- (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 352

- (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 357

- (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 358

- (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 362

- (Topic 4)

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

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

Answer: D

NEW QUESTION 367

- (Topic 4)

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

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

Answer: A

NEW QUESTION 372

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