

Exam Questions PgMP

Program Management Professional (PgMP)

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NEW QUESTION 1

- (Topic 1)

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

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

Answer: D

NEW QUESTION 2

- (Topic 1)

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

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

Answer: A

NEW QUESTION 3

- (Topic 1)

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

- A. -\$85,230
- B. \$821,065
- C. -\$284,100
- D. -\$117,295

Answer: D

NEW QUESTION 4

- (Topic 1)

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

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

Answer: C

NEW QUESTION 5

- (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 6

- (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 7

- (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 8

- (Topic 1)

Which of the following statements is the most accurate when it comes to program change requests for the program scope?

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

Answer: D

NEW QUESTION 9

- (Topic 1)

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

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

Answer: B

NEW QUESTION 10

- (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 10

- (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 14

- (Topic 1)

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

Answer: A

NEW QUESTION 15

- (Topic 1)

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

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

Answer: D

NEW QUESTION 20

- (Topic 1)

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 23

- (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 28

- (Topic 1)

Your company and a competing company have created a teaming agreement for an opportunity. Through this team agreement you and your competitor can complete a major program for a client. This is, technically, a risk response for both organizations. What type of risk response are you dealing with in this instance?

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

Answer: D

NEW QUESTION 32

- (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 37

- (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 40

- (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 41

- (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 44

- (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 45

- (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 46

- (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 49

- (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 53

- (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 57

- (Topic 1)

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

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

Answer: A

NEW QUESTION 60

- (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 65

- (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 68

- (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 73

- (Topic 1)

What percentage of communication is nonverbal?

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

Answer: A

NEW QUESTION 77

- (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 82

- (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 87

- (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 91

- (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 95

- (Topic 1)

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

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

Answer: D

NEW QUESTION 99

- (Topic 1)

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

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

Answer: C

NEW QUESTION 103

- (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 107

- (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 109

- (Topic 1)

Which of the following documents sets the project objectives?

- A. Project charter
- B. Project schedule
- C. Project scope statement
- D. Project organization chart

Answer: C

NEW QUESTION 114

- (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 115

- (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 116

- (Topic 1)

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

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

Answer: A

NEW QUESTION 118

- (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 123

- (Topic 1)

What should a program manager do when a scope change has been approved that will drastically affect the program costs assuming that the costs will be added to the program budget?

- A. Adjust the cost baseline
- B. Communicate cost of the change to all stakeholders
- C. Adjust the quality baseline
- D. Communicate the change to all stakeholders

Answer: A

NEW QUESTION 128

- (Topic 1)

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

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

Answer: C

NEW QUESTION 131

- (Topic 1)

You are the project manager for your organization and are working with the project stakeholders and the business analyst to define all of the deliverables the project is to create. The stakeholders would like the option of adding more deliverables later in the project and keeping the requirements somewhat open for changes. You explain to the business analyst that you need a set of requirements that define exactly what needs to be delivered for the project. What document are you trying to create in this early stage of the project?

- A. Requirements technical documentation
- B. Project scope statement
- C. Project charter
- D. Detail design document

Answer: B

NEW QUESTION 134

- (Topic 1)

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

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

Answer: C

NEW QUESTION 135

- (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 137

- (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 141

- (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 142

- (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 144

- (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 147

- (Topic 2)

You are the program manager of the MQQ Program. Your program will use equipment and materials that are new to your industry. You have some concerns that there will be delays and waste by your program team because they've not worked with these materials or tools before. You elect to send the resources that will work the most with these tools through training. The cost of the training in this instance is known as which one of the following?

- A. Indirect costs
- B. Cost of doing business
- C. Direct costs
- D. Cost of conformance quality

Answer: D

NEW QUESTION 149

- (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 151

- (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 155

- (Topic 2)

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

Currently your program is 45 percent complete and has spent \$725,000. According to the program schedule you are actually to be fifty percent complete at this, but due to some vendor delays your program is running just a bit late. Management is concerned that your program will not be able to recoup the costs of the expenses. They've asked you to determine the cost variance for the program. What is the cost variance based on this information?

- A. -\$27,500
- B. -\$77,500
- C. -\$61,111
- D. .90

Answer: A

NEW QUESTION 157

- (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 162

- (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 165

- (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 169

- (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 project performance.
- D. These are transferred to the lessons learned knowledge base.

Answer: D

NEW QUESTION 174

- (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 176

- (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 178

- (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 183

- (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 185

- (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 186

- (Topic 2)

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

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

Answer: A

NEW QUESTION 191

- (Topic 2)

You are the program manager for the HQM Program. Your program has sixteen constituent projects around the world. You are requiring that each project manager and project management team use the same forms, software, and templates to create standardization in each project. What term is assigned to the forms, templates, and software that your program will provide for your projects?

- A. Program governance
- B. Project management assets
- C. Enterprise environmental factors
- D. Organizational process assets

Answer: D

NEW QUESTION 194

- (Topic 2)

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

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

Answer: D

NEW QUESTION 199

- (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 203

- (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 204

- (Topic 2)

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

- A. How quality control will be included in the scope
- B. How changes may be allowed to enter the program scope
- C. How the program scope will be created for your program
- D. How the program scope will be controlled

Answer: A

NEW QUESTION 209

- (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 211

- (Topic 2)

You are trying to determine if you should buy or build a solution for your program. If you build the solution it'll cost you \$45,000 to create and \$7,000 per month to support. A vendor reports that they can create the solution for you for \$1,000 but you'll have to pay them \$9,000 per month to support the solution. Should you buy or build this solution?

- A. Build the solution if you'll use it longer than 22 months.
- B. Buy the solution if you'll use it longer than 24 months.
- C. Buy the solution if you'll use it longer than 22 months.
- D. Build the solution if you'll use it longer than 25 months.

Answer: A

NEW QUESTION 214

- (Topic 2)

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

- A. 11
- B. 20

- C. 3
- D. 1

Answer: C

NEW QUESTION 217

- (Topic 2)

You are the project manager of a construction project. You have to close a phase of the project. Which is the only technique (or tool) available in the Close Project or Phase process?

- A. Change control meetings
- B. Project management information system
- C. Expert judgment
- D. Observations

Answer: C

NEW QUESTION 219

- (Topic 2)

Gina is the program manager for her organization and is reviewing the results of quality control. She would like to create a chart that shows the categories of defects within the program so that she and the program team can address the largest categories in descending order. Which one of the following is the best chart for Gina in this situation?

- A. Cause and effect chart
- B. Pareto chart
- C. Control chart
- D. Ishikawa chart

Answer: B

NEW QUESTION 222

- (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 226

- (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 229

- (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 230

- (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 231

- (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 235

- (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 238

- (Topic 2)

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

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

Answer: B

NEW QUESTION 241

- (Topic 2)

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

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

Answer: C

NEW QUESTION 246

- (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 251

- (Topic 3)

Which of the following directs the improvement efforts to those areas that will have the biggest impact?

- A. Gantt chart
- B. Flowchart
- C. Pareto diagram
- D. User Documentation

Answer: C

NEW QUESTION 255

- (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 260

- (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 265

- (Topic 3)

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

- A. Scope changes may originate from the stake holders.
- B. Change requests for a particular project have to be approved by the project manager irrespective of their potential impact on multiple projects.
- C. The program has a change control board that analyzes changes at the program level.
- D. The change control process on a program is often hierarchical.

Answer: ACD

NEW QUESTION 266

- (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 269

- (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 272

- (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 273

- (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 278

- (Topic 3)

You are a program manager for a large construction program. You need to ensure that the projects in the program are in accordance with the schedule. You are tracking start and finish dates for them. Which of the following processes are you on?

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

Answer: D

NEW QUESTION 279

- (Topic 3)

Who owns the program?

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

Answer: C

NEW QUESTION 282

- (Topic 3)

There are 1,500 doors to be installed in Tom's program. Each of the 1,500 doors is required by the building code to swing into the room rather than swing out into the hallways. It has come to Tom's attention that part of the team installing the doors has installed nearly 200 doors to swing into the hallway rather than into the rooms. Tom instructs the team to fix the problem. What type of action has Tom taken in this instance?

- A. Scope control
- B. Defect repair validation
- C. Team development
- D. Defect repair

Answer: D

NEW QUESTION 287

- (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 289

- (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 291

- (Topic 3)

A wild life protection organization opposes your program, which involves the cutting of around 200 trees to make way for the construction of a building. Which of the following correctly defines the organization in program management terminology?

- A. Negative stakeholder
- B. Positive stakeholder
- C. Key stakeholder
- D. Hurdle stakeholder

Answer: A

NEW QUESTION 296

- (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 299

- (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 302

- (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 304

- (Topic 3)

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

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

Answer: D

NEW QUESTION 307

- (Topic 3)

After program closure, the lessons learned document becomes the part of ?

- A. The risk register
- B. The company's organizational process assets
- C. The program's performance record
- D. The program charter

Answer: B

NEW QUESTION 309

- (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 314

- (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 315

- (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 320

- (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 321

- (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 323

- (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 324

- (Topic 3)

Which of the following is described in the statement given below?

"It serves as the primary input for the Plan Program Stakeholder Management process, as well as for the distribution of program reports and other communication."

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

Answer: A

NEW QUESTION 327

- (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 332

- (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 333

- (Topic 3)

You are the program manager for your organization and you're coaching Tom, an aspiring program manager, on program management. Tom is curious about controlling communications. Which one of the following is an output of the communications control process?

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

Answer: D

NEW QUESTION 338

- (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 340

- (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 345

- (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 347

- (Topic 3)

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

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

Answer: C

NEW QUESTION 352

- (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 353

- (Topic 3)

Paul is the program manager for his company. He along with his team is working on the Monitor and Control Program Changes process. The process will need several inputs. Which one of the following items is NOT an input to the Monitor and Control Program Changes process in the program management?

- A. Change request log
- B. Approved change requests
- C. Change requests
- D. Program management plan

Answer: B

NEW QUESTION 356

- (Topic 3)

You are a program manager for a large construction program. You need to ensure that the projects in the program are in accordance with the schedule. You are tracking start and finish dates for them. Which of the following processes are you on?

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

Answer: A

NEW QUESTION 357

- (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 359

- (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 364

- (Topic 3)

Complete the following phrase about quality management: Quality is into a program, not into a program.

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

Answer: B

NEW QUESTION 368

- (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 372

- (Topic 3)

You are the program manager for the HGQ Program in your organization. Your program has eight constituent projects including a small project which you've assigned to Beth a new project manager in your organization. Part of your assignment is to coach Beth on project management in your program. You are telling Beth about the five process groups of project management and how they map to the progression of the project. Which process group would you tell Beth is where she'll likely spend the bulk of the project time and the project budget?

- A. Monitoring and Controlling
- B. Planning
- C. Executing
- D. Procurement

Answer: C

NEW QUESTION 374

- (Topic 3)

Which of the following contract types is described in the statement below?

"The seller is reimbursed for all allowable costs for performing the contract work, and receives a fixed payment calculated as a percentage for the initial estimated project costs."

- A. Cost Plus Fixed Fee Contracts (CPFF)
- B. Fixed Price Incentive Fee Contracts (FPIF)
- C. Firm Fixed Price Contracts (FFP)
- D. Cost Plus Incentive Fee Contracts (CPIF)

Answer: A

NEW QUESTION 375

- (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 378

- (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 383

- (Topic 4)

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

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

Answer: B

NEW QUESTION 387

- (Topic 4)

You are the program manager for your organization. Your program has a budget of \$750,000 and is expected to last one year. The program is currently 30 percent complete and has spent \$245,000. The program is supposed to be 40 percent at this time. What is the cost performance index for this program?

- A. .83
- B. -\$20,000
- C. .91
- D. Negative ten percent

Answer: C

NEW QUESTION 392

- (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 397

- (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 401

- (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 405

- (Topic 4)

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

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

Answer: A

NEW QUESTION 408

- (Topic 4)

You are the program manager for your organization. This program will last for two years and has eight projects. The cost of your program is \$4 million and there are some risk concerns that may affect the overall cost of the program. Management is concerned with how long it will take the program to reach the management horizon. What is management horizon also known as?

- A. Payback period
- B. Cost-to-benefits ratio
- C. Cost performance index
- D. Return on investment

Answer: A

NEW QUESTION 412

- (Topic 4)

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

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

Answer: A

NEW QUESTION 416

- (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 417

- (Topic 4)

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

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

Answer: C

NEW QUESTION 420

- (Topic 4)

Who owns the program?

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

Answer: B

NEW QUESTION 421

- (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 425

- (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 427

- (Topic 4)

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

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

Answer: A

NEW QUESTION 430

- (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 431

- (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 435

- (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 440

- (Topic 4)

Mary Anne is the program manager for her organization. In her program there are six projects. One of the projects in her program has been performing well. It is on schedule and has no cost or schedule variances. Mary Anne has decided, however, that her program needs to be terminated.

Which one of the following is a likely reason why the project should be terminated?

- A. The program scope has changed.
- B. The project scope has changed from the original intent of the project
- C. The scope is not being met as planned due to scope creep.
- D. The project resources are not completing their project tasks as assigned.

Answer: A

NEW QUESTION 444

- (Topic 4)

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

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

Answer: C

NEW QUESTION 446

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