PgMP Dumps

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

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

Answer: D

NEW QUESTION 3
- (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 4
- (Topic 1)
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. $2,067,000
D. $1,950,001

Answer: A

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

utilization of project team members used in your program?

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

Answer: C

NEW QUESTION 8
- (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 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)
Your program creates a byproduct that you could sell to a client. The cost of the byproduct would offset the cost of the program by nearly $7,500 per month. This is an example of which positive risk response?

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

Answer: C

NEW QUESTION 10
- (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 11
- (Topic 1)
You are the program manager for your organization. You're currently creating an accountability matrix starting with yourself, the program manager and the program sponsor. What program management process identifies the program sponsor?

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

Answer: C

NEW QUESTION 14
- (Topic 1)
You are the program manager of the HNG Program. This program has a budget at completion of $2,345,900 and is expected to last two years. The program is currently 30 percent complete and you have spent $789,000. The program is supposed to be 35 percent complete but do to some delays you're slightly behind

schedule. Based on this information, how many pennies is the program losing per dollar invested in the program work?

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

Answer: B

NEW QUESTION 19
- (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 22
- (Topic 1)
You are the program manager for your organization. Management has asked that you determine when resources, such as leased equipment, are no longer needed so that you may release the resources to save time, money, and utilization of resources within your program. What program management process is management asking you to perform?

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

Answer: C

NEW QUESTION 26
- (Topic 1)
You are the program manager for your organization and you are preparing to launch several constituent projects within your program. You need to ensure that each project manager is authorized to utilize the appropriate project and program resources in order to complete the project requirements. What document do you need to create for each constituent project in your program to ensure that each project manager can use the appropriate resources?

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

Answer: A

NEW QUESTION 27
- (Topic 1)
You are the program manager for your organization. You have created a statement of work, request for proposal, and an invitation to a bidder's conference for 17 possible vendors. During the conference there were questions about your request for proposal and statement of work that led to clarifications. After the vendor conference you should update what information to send back to the vendors?

A. Request for bid documents
B. Proposals
C. Statement of work
D. Program management plan

Answer: C

NEW QUESTION 32
- (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 34
- (Topic 1)
What document asks the seller to provide your project with a detailed description of a project solution along with a price to complete the project work?

A. Proposal

B. RFP
C. Bid
D. Quote

Answer: A

NEW QUESTION 35
- (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 39
- (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 41
- (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 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)
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 48
- (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 50
- (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 51
- (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 56
- (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 58
- (Topic 1)
Andy is the program manager of the HQN Program. This program is nearing its completion and there is still $25,000 left in the program budget. Andy has asked the program team to identify some extra deliverables that can be included in the program scope to improve the program deliverable but also to use all of the funds in the budget. What term is assigned to the actions that Andy is trying to do in this instance?

A. Value-added change requests
B. Zero based budgeting
C. Integrated change control
D. Gold plating

Answer: D

NEW QUESTION 59
- (Topic 1)
You are the program manager for your organization. Part of your role as the program manager is to train John, a new program manager, on the program processes within a program. John is confused as to when the program team can be acquired in the program management lifecycle. When will the program team be acquired for a program?

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

Answer: B

NEW QUESTION 62
- (Topic 1)
You are the program manager of the NHQ Program. You are working with your program team to ensure that the work in the program is done accurately and according to scope. You are also reviewing the team inspection process that will need to be done to ensure that the work is being done according to the scope. If the work is found to be defective it will need to be corrected before the program customers can inspect the work. What process are you completing to ensure that the work is done accordingly to scope?

A. Quality control
B. Scope verification
C. Quality assurance

D. Planning

Answer: C

NEW QUESTION 67
- (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 69
- (Topic 1)
Your program has 121 stakeholders that you'll need to communicate with. Your communications management plan defines how the communication should happen, what should be communicated, and the expected modality of the communications. You'll also need which one of the following as an input to the information distribution process in your program?

A. Change requests
B. Earned value management results
C. Stakeholder analysis plan
D. Performance reports

Answer: C

NEW QUESTION 72
- (Topic 1)
You are the program manager of the YGH Program. A vendor has recently completed his contracted work for your program. You agree that the vendor has completed the procured work so what document should you and the vendors now sign?

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

Answer: A

NEW QUESTION 73
- (Topic 1)
Your program has a budget at completion of $1,550,000 and is expected to last one year.
Currently your program is 45 percent complete and has spent $725,000. According to the program schedule you are actually to be fifty percent complete by this time, but due to some vendor delays your program is running just a bit late. Based on this information which is performing worse, the cost or schedule?

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

Answer: A

NEW QUESTION 77
- (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 81
- (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 82
- (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 83
- (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 87
- (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 90
- (Topic 2)
A risk response in a project in your program has actually caused new risks. What term is assigned to the new risks that a risk response has created?

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

Answer: C

NEW QUESTION 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 95
- (Topic 2)
Which benefit measurement method considers the value of each time period's return for a project that will create deliverables over multiple time periods?

A. Net present value

B. Future value
C. Present value
D. Cost-Benefit ratio

Answer: A

NEW QUESTION 96
- (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 100
- (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 103
- (Topic 2)
You are the program manager for your organization and are planning the composition of the project team. In your organization resources are used from throughout the company and may serve on more than one project. While you, the program manager, will have most of the authority on the program you want the project managers to have authority over the project decisions. What type of an organizational structure does your organization have?

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

Answer: A

NEW QUESTION 107
- (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 111
- (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 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 118
- (Topic 2)
Which of the following types of floats are available? Each correct answer represents a complete solution. Choose two.

A. Half float
B. Full float
C. Total float
D. Free float

Answer: CD

NEW QUESTION 121
- (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 126
- (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 129
- (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 130
- (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 135
- (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 140

- (Topic 2)
Program management has several themes that the program manager must be aware of. Which one of the following is not a program management theme?

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

Answer: D

NEW QUESTION 143
- (Topic 2)
Julie is the project manager of the NHQ Project. She and her project team have successfully finished the project and the customers have signed the project closure agreement. Julie has compiled all of the project records and the project's lessons learned documentation. What should Julie do with the project's lessons learned documentation?

A. These are for Julie's reference when she is reviewed by the project sponsor.
B. These are given to the project sponsor so he can review the project.
C. These are given to the project steering committee so they may review the projectperformance.
D. These are transferred to the lessons learned knowledge base.

Answer: D

NEW QUESTION 146
- (Topic 2)
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 148
- (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 152
- (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 154
- (Topic 2)
Wanda is the program manager for her organization. Her program team consists of resources from across the organization - many of whom have not worked together before. Wanda thinks that she'll need to complete some team development but would like to focus the development on the materials and activities that the program team will need to complete in the program. What plan should Wanda reference and update to complete her team development process?

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

Answer: A

NEW QUESTION 157
- (Topic 2)
Alice is the project manager of the NHQ Project and is entering the project's closing processes. The project, she has managed, has been for another organization

in a contractual relationship. Her organization requires Alice to complete performance reviews of the project team, review the deliverables with the project customer, and to obtain formal signoff of the project deliverables. There may be other conditions and activities that Alice likely will need to do in this final project phase. Where can Alice check regarding this project?

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

Answer: B

NEW QUESTION 161
- (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 163
- (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 166
- (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 170
- (Topic 2)
Management is trying to determine which program to initiate. Each of the potential programs has the possibility of creating an income for each it is in existence. Management would like to consider the present value for each year a program creates a return on investment. What program selection method is management using in this instance?

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

Answer: D

NEW QUESTION 172
- (Topic 2)
Mary has just completed a large program for her organization. What should Mary now do with the program records that she has created throughout the program?

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

Answer: C

NEW QUESTION 175
- (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 180
- (Topic 2)
You are the program manager for your organization. You are planning a new program that will construct a new warehouse facility for your company. As you look forward to the conclusion of the program you need an official document that will signify the program has ended. What document should you specify in your program management plan for the conclusion of the program?

A. Final program audit report
B. Audit of program financials
C. Lessons learned documentation
D. Certificate of program completion

Answer: D

NEW QUESTION 185
- (Topic 2)
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 scope is not being met as planned due to scope creep.
C. The project resources are not completing their project tasks as assigned.
D. The project scope has changed from the original intent of the project

Answer: A

NEW QUESTION 187
- (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 188
- (Topic 2)
You are the program manager for your organization and are reviewing several proposed change requests for your program. Mary, a stakeholder, who has made a change request is asking why it is taking you so long to review the change. You tell her that you must perform integrated change control to review each change request. What is integrated change control?

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

Answer: A

NEW QUESTION 191
- (Topic 2)
All of the following are resources that need to be monitored and controlled except for which one?

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

Answer: C

NEW QUESTION 196
- (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 200
- (Topic 2)
What duration compression technique typically adds risk when it's used during a program?

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

Answer: B

NEW QUESTION 204
- (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 207
- (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 212
- (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 214
- (Topic 2)
You are the program manager for your organization and are working with Tracy, one of the project managers in your program. Tracy is having some trouble understanding the concept of the critical path in her project's network diagram. Which one of the following is the best definition of the critical path?

A. It is the path that carries the most risk of project failure.
B. It is the path that reveals the earliest date the project can finish.
C. It is the path with the most important activities in the project.
D. It is the duration of all the project activities if the labor is summed.

Answer: B

NEW QUESTION 217
- (Topic 2)
You are the program manager for your organization. Your program will create a new condominium in your community. There are several concerns about the condos including the timing, the local economy, the environment, and the proposed schedule. You and your team are creating the program management plan to address these concerns along with identifying the constituent projects that will build the structures and deliverables. What group will need to review your program plan to approve the plan before you may proceed in the work?

A. The local government

B. The change control board
C. The stakeholders
D. The program board

Answer: D

NEW QUESTION 218
- (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 219
- (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 223
- (Topic 2)
You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes don't enter the project. What type of action have you provided in this scenario?

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

Answer: C

NEW QUESTION 226
- (Topic 2)
Gary is the program manager for his organization. His current program has 432 stakeholders, some of which are external to his organization. He would like to create a chart that identifies each stakeholder's opinion of the program, influence over program decisions, their requirements and affect on program priorities, and other information. What kind of chart should Gary create in this instance?

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

Answer: C

NEW QUESTION 229
- (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 230
- (Topic 2)
If a program has a budget of completion of $550,000, is 25 percent complete, and has spent $135,000 what is the cost variance (CV)?

A. .99
B. -$2,500
C. $2,500

D. 1.02

Answer: C

NEW QUESTION 232
- (Topic 2)
You are the program manager for your organization. You are examining the order of the activities in your program schedule and would like to change some of the ordering to alleviate scheduling conflicts, risks, and based on your experience with the discipline the program uses. Some of the activities you can rearrange while some of the activities must be completed in a particular order. What term describes the activities that must happen in a particular order?

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

Answer: A

NEW QUESTION 234
- (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 238
- (Topic 3)
A program has a BAC of $550,000 and is currently 45 percent complete though was actually scheduled to be 55 percent complete by this time. The program has spent, however, $265,000 to date. Based on this information what is the cost performance index (CPI) for this program?

A. .93
B. .82
C. $323,889
D. -$38,889

Answer: A

NEW QUESTION 240
- (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 244
- (Topic 3)
In a program, management would like to consider the present value for each year a program creates a return on investment. What program selection method is management using?

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

Answer: A

NEW QUESTION 245
- (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 248

- (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 251
- (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 256
- (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 257
- (Topic 3)
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. Rough order of magnitude
B. Parametric
C. Analogous
D. Bottom-up

Answer: C

NEW QUESTION 259
- (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 264
- (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 267
- (Topic 3)
Who owns the program?

A. Program manager

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

Answer: C

NEW QUESTION 272
- (Topic 3)
Which of the following shows the ratio between a task's budgeted and actual costs?

A. To-Complete Performance Index (TCPI)
B. Schedule Variance (SV)
C. Schedule Performance Index (SPI)
D. Cost Performance Index (CPI)

Answer: D

NEW QUESTION 273
- (Topic 3)
What does CPI value less than 1.0 indicates?

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

Answer: A

NEW QUESTION 277
- (Topic 3)
Which of the following tools and techniques are parts of the Administer Program Procurements process? Each correct answer represents a complete solution. Choose all that apply.

A. Inspection and audits
B. Budget management system
C. Supplier performance review
D. Contract performance review

Answer: ABD

NEW QUESTION 279
- (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 280
- (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 281
- (Topic 3)
What is the other name for critical delivery dates?

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

Answer: D

NEW QUESTION 286

- (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 287
- (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 288
- (Topic 3)
Which one of the following is not considered one of the three components of the Iron
Triangle?

A. Time
B. Cost
C. Scope
D. Quality

Answer: D

NEW QUESTION 289
- (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 294
- (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 298
- (Topic 3)
You are the program manager for your organization and are reviewing several proposed
change requests for your program. Mary, a stakeholder, who has made a change request is asking why it is taking you so long to review the change. You tell her that you must perform integrated change control to review each change request. What is integrated change control?

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

Answer: C

NEW QUESTION 299
- (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 303
- (Topic 3)
What percentage of communication is nonverbal?

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

Answer: B

NEW QUESTION 306
- (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 308
- (Topic 3)
You are the program manager for your organization and are working with your team to identify stakeholders in the program. Where should the identified stakeholders and their information be recorded?

A. Stakeholder matrix
B. Communications management plan
C. Requirements traceability matrix
D. Stakeholder registry

Answer: D

NEW QUESTION 309
- (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 312
- (Topic 3)
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 316
- (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 320

- (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 322
- (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 327
- (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 332
- (Topic 3)
Which of the following increases when one fast tracks the project?

A. Resource
B. Risk
C. Cost
D. Communication

Answer: B

NEW QUESTION 336
- (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 338
- (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 341
- (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 343
- (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 344
- (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 346
- (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 351
- (Topic 3)
All of the following are benefits of a program except for which one?

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

Answer: A

NEW QUESTION 355
- (Topic 3)
You are the program manager for your organization. Your current program has fourteen projects and one project manager in your program is about to close her project. She will need all of the following inputs to the close project process except for which one?

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

Answer: D

NEW QUESTION 356
- (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 358

- (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 361
- (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 366
- (Topic 3)
Tom is program manager for his organization. His program is scheduled to last ten months and has a cost estimate for the program of $550,000. It is now month nine and Tom reports that he actually has a cost variance of a positive $56,000. While Tom is pleased, the new management is not. Why is a positive cost variance not necessarily good news?

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

Answer: C

NEW QUESTION 368
- (Topic 4)
Which of the following documents provides the mandate to execute the program within a certain timeline and also presents milestones for the delivery of products or incremental benefits?

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

Answer: A

NEW QUESTION 373
- (Topic 4)
You are the program manager for your organization. You have created a statement of work, request for proposal, and an invitation to a bidder's conference for 17 possible vendors. During the conference there were questions about your request for proposal and statement of work that led to clarifications. After the vendor conference you should update what information to send back to the vendors?

A. Proposals
B. Statement of work
C. Program management plan
D. Request for bid documents

Answer: B

NEW QUESTION 376
- (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 379

- (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 380
- (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 383
- (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 384
- (Topic 4)
Which of the following individual should respond to the risk with the preplanned risk response?

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

Answer: C

NEW QUESTION 388
- (Topic 4)
Joan is the program manager for her organization. Throughout the program life cycle there will be several elements, resources, and benefits that can be transitioned from her program to the organization. What document defines how these things can be transferred from the program to the organization?

A. Program transition agreement
B. Program scope statement
C. Operational transfer alliance plan
D. Program milestone list

Answer: A

NEW QUESTION 389
- (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 391
- (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 394
- (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 397
- (Topic 4)
You are the program manager of the NHQ Program. You are working with your program team to ensure that the work in the program is done accurately and according to scope. You are also reviewing the team inspection process that will need to be done to ensure that the work is being done according to the scope. If the work is found to be defective it will need to be corrected before the program customers can inspect the work. What process are you completing to ensure that the work is done accordingly to scope?

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

Answer: D

NEW QUESTION 399
- (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 404
- (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 406
- (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 410
- (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 413
- (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 417
- (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 419
- (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 420
- (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 424
- (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 426
- (Topic 4)
Gary is the program manager for his organization. His current program has 432 stakeholders, some of which are external to his organization. He would like to create a chart that identifies each stakeholder's opinion of the program, influence over program decisions, their requirements and affect on program priorities, and other information. What kind of chart should Gary create in this instance?

A. Resource management chart
B. Stakeholder analysis chart
C. RACI chart

D. Resource breakdown structure

Answer: B

NEW QUESTION 427
- (Topic 4)
You are the program manager for your organization and management has asked you to be certain to finalize the lessons learned documentation for your program. When will the lessons learned documentation be created?

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

Answer: B

NEW QUESTION 432
- (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 437
- (Topic 4)
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 closin
C. The project lifecycle is comprised of phases that are unique to the project work.
D. The project management lifecycle is universal to all projects and the project lifecycle is unique to each project.
E. The project management lifecycle is unique to each project while the project lifecycle is universal to all projects.

Answer: C

NEW QUESTION 440
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