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Exam Code: PgMP
Exam Name: Program Management Professional



Exam A

QUESTION 1

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

Correct Answer: A

Section:

QUESTION 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

Correct Answer: C

Section:

QUESTION 3

Which one of the following is the best example of transference?

- A. Your program has some very dangerous activities so you hire a training company to train your program team.
- B. Your program creates an opportunity that your company can realize on its own so it brings in a competitor to help seize the opportunity.
- C. Your program must be completed by a given deadline as government inspectors are scheduled to review the work to determine its accuracy.
- D. Your program is dealing with a new technology that you and your program team are not familiar with so you hire a consulting company to complete this work for you.

Correct Answer: D

Section:

QUESTION 4

A three-year program using vendor contracts, incorporating related projects, and each with specific stakeholders is coming to an end. What should be completed first to close all appropriate contracts?

- A. Certify contract completion
- B. Conduct a procurement audit to review the procurement process
- C. Assess all contracts to ensure all agreed conditions are met
- D. Review contract management plan for completeness



Correct Answer: C

Section:

QUESTION 5

A natural disaster shuts down operations for two days. The program has a major milestone that includes a timed payment of US\$1 million. Since the shutdown was not anticipated, what should the program manager do first?

- A. Implement the appropriate risk response plan and inform the stakeholders of the planned actions.
- B. Utilize contingency reserves to hire contractors, which will accelerate the schedule to meet the original milestone.
- C. Evaluate the impact, reassess the program risk, and determine options to be presented to the governance board.
- D. Collaborate with the sponsor to determine options and negotiate a new date for the milestone.

Correct Answer: C

Section:

QUESTION 6

The above performance report shows the earned value (EV) analysis for a program. The program director performs a high-level analysis and must present a summary narrative to the steering committee. What do the current findings show?

| Program "Eagle" | Earned Value | | Planned Value | | Actual Cost | | Cost Performance Index | | Schedule Performance Index | |
|-----------------|--------------|--------|---------------|--------|----------------|--------|------------------------|------|----------------------------|------|
| | US\$ | Days | US\$ | Days | US\$ | Days | US\$ | Days | US\$ | Days |
| Project A | 25 million | 25,000 | 30 million | 30,000 | 35 million | 28,000 | 0.71 | 0.89 | 0.83 | 0.83 |
| Project B | 10 million | 10,000 | 9.5 million | 9,500 | 8.1 million | 9,000 | 1.23 | 1.11 | 1.05 | 1.05 |
| Project C | 2 million | 2,000 | 2 million | 2,000 | 2 million | 2,000 | 1.00 | 1.00 | 1.00 | 1.00 |
| Project D | 500,000 | 500 | 250,000 | 250 | 425,000 | 425 | 1.18 | 1.18 | 2.00 | 2.00 |
| TOTAL | 37.5 million | 37,500 | 41.75 million | 41,750 | 45.525 million | 39,425 | 0.82 | 0.95 | 0.90 | 0.90 |

- A. Project C is running behind schedule and is over budget; projects A, B, and D are on schedule.
- B. Project A is running ahead of schedule and is under budget; projects B, C, and D are behind schedule.
- C. The overall program is performing within an acceptable level of variance.
- D. Project A is running behind schedule and is over budget; projects B, C, and D are on schedule.

Correct Answer: D

Section:

QUESTION 7

A program manager learns that their company's organizational strategy has changed. This change impacts one component project of a program, misaligning it with both the program objectives and the new organizational strategy. This component project, however, is already 90 percent complete. What should the program manager do next?

- A. Immediately submit a component project closure request to the program sponsor so that resources can be reallocated to strategically aligned component projects.
- B. Assess the impact of closure on other component projects, and generate a recommendation for submission to the program governance board.
- C. Recommend that the component project manager complete work activity to deliver benefits to the organization.

D. Update the benefits management plan to reflect the impact of the change on the program and its intended benefits.

Correct Answer: B

Section:

QUESTION 8

An ice cream company wants to introduce a new flavor to a new market. The executive sponsor requests a sampling for the test market and the sample group provides negative feedback. As this type of program had previously been conducted by the company, the program manager questions whether similar results were experienced during testing. What should the program manager do next?

- A. Document the results to share with the program governance board.
- B. Facilitate another test market sampling.
- C. Contact the R&D department for product testing results.
- D. Review the program management information system (PMIS) for lessons learned.

Correct Answer: D

Section:

QUESTION 9

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

- A. \$821,065
- B. .86
- C. 1.05
- D. .89



Correct Answer: B

Section:

QUESTION 10

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

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

Correct Answer: B

Section:

QUESTION 11

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

Correct Answer: B

Section:

QUESTION 12

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

Correct Answer: A

Section:

QUESTION 13

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



Correct Answer: A

Section:

QUESTION 14

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.

Correct Answer: A

Section:

QUESTION 15

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

Correct Answer: C

Section:

QUESTION 16

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

Correct Answer: C

Section:

QUESTION 17

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

Correct Answer: D

Section:

QUESTION 18

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

Correct Answer: C

Section:

QUESTION 19

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

Correct Answer: D

Section:

QUESTION 20

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

Correct Answer: A

Section:

QUESTION 21

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

Correct Answer: D

Section:

QUESTION 22

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

Correct Answer: D

Section:



QUESTION 23

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.

Correct Answer: A

Section:

QUESTION 24

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

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

Correct Answer: C

Section:

QUESTION 25

What is the present value of a program that will be worth \$3,567,000 if it lasts for six years and the rate of return is five percent?

- A. \$1,550,850
- B. \$3,532,000
- C. \$2,502,750
- D. \$2,661,750

Correct Answer: D

Section:

QUESTION 26

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.

Correct Answer: C

Section:



QUESTION 27

Where are negative risks recorded?

- A. Negative risk register
- B. Risk management plan
- C. Risk register
- D. Issues log

Correct Answer: C

Section:

QUESTION 28

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

Correct Answer: A

Section:

QUESTION 29

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

Correct Answer: A

Section:

QUESTION 30

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

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

Correct Answer: C

Section:

QUESTION 31

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

Correct Answer: D

Section:

QUESTION 32

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

Correct Answer: A

Section:

QUESTION 33

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

Correct Answer: A

Section:

QUESTION 34

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

Correct Answer: C

Section:



QUESTION 35

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

Correct Answer: D

Section:

QUESTION 36

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

Correct Answer: C

Section:

QUESTION 37

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

Correct Answer: B

Section:

QUESTION 38

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

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

Correct Answer: D

Section:

QUESTION 39

You are the program manager for your organization. When a project in your program is completed, who will need to sign the certificate of completion?

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

Correct Answer: B

Section:

QUESTION 40

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

Correct Answer: B

Section:

QUESTION 41

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.

Correct Answer: D

Section:

QUESTION 42

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

Correct Answer: C

Section:

QUESTION 43

Your program has been selected and its program charter is now being created. The program charter defines all of the following characteristics except for which one?

- A. Program constraints
- B. Program scope
- C. High-level objectives for the program
- D. Project scope statement for all projects within the program

Correct Answer: D

Section:

QUESTION 44

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

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

Correct Answer: C

Section:

QUESTION 45

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.

Correct Answer: C

Section:

QUESTION 46

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

Correct Answer: A

Section:

QUESTION 47

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

Correct Answer: C

Section:

QUESTION 48

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

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

Correct Answer: C

Section:

QUESTION 49

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

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

Correct Answer: A

Section:

QUESTION 50

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

Correct Answer: C

Section:

QUESTION 51

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

Correct Answer: B

Section:

QUESTION 52

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

Correct Answer: A

Section:

QUESTION 53

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

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

Correct Answer: D

Section:

QUESTION 54

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

Correct Answer: C



Section:

QUESTION 55

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.

Correct Answer: A

Section:

QUESTION 56

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

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

Correct Answer: A

Section:



QUESTION 57

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

Correct Answer: D

Section:

QUESTION 58

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

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

Correct Answer: C

Section:

QUESTION 59

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.

Correct Answer: A

Section:

QUESTION 60

Which of the following is not a template element that is designed to make the project more effective?

- A. Description of the work packages
- B. Required resources and skills
- C. Required actions to complete the project scope
- D. Contract file

Correct Answer: D

Section:

QUESTION 61

You are coaching Tammy, a project manager in your program, on the benefits of program management. She is stumped as to why you would create a program so you're sharing with her all the difference benefits of a program. Which one of the following is a benefit of creating a program?

- A. Programs always cost less than multiple projects in an organization.
- B. Project management is centralized to the program manager.
- C. Programs provide centralized risk management.
- D. Program management makes communication easier among the project managers and project team.

Correct Answer: C

Section:

QUESTION 62

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



Correct Answer: C

Section:

QUESTION 63

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

Correct Answer: C

Section:

QUESTION 64

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

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

Correct Answer: B

Section:

QUESTION 65

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.

Correct Answer: D

Section:

QUESTION 66

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



Correct Answer: B

Section:

QUESTION 67

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

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

Correct Answer: B

Section:

QUESTION 68

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.

Correct Answer: B

Section:

QUESTION 69

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

Correct Answer: D

Section:

QUESTION 70

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



Correct Answer: D

Section:

QUESTION 71

Which of the following documents provides the mandate to execute the program within a certain timeline and also presents milestones for the delivery of products or incremental benefits?

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

Correct Answer: D

Section:

QUESTION 72

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

Correct Answer: C

Section:

QUESTION 73

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

Correct Answer: C

Section:

QUESTION 74

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

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

Correct Answer: D

Section:



QUESTION 75

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

Correct Answer: B

Section:

QUESTION 76

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

Correct Answer: D

Section:

QUESTION 77

What cost estimating approach uses the work breakdown structure to create a cost estimate?

- A. Analogous
- B. Definitive
- C. Top down
- D. Parametric

Correct Answer: B

Section:

QUESTION 78

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

- A. Quality control is a management-driven effort to plan the work properly so the work is done according to plan.
- B. Quality control is an inspection-driven process to keep mistakes out of the customers' hands.
- C. Quality control is a management-driven policy to do the work correctly the first time.
- D. Quality control is an inspection-driven process to prove the existence of the requirements.

Correct Answer: B

Section:



QUESTION 79

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

Correct Answer: D

Section:

QUESTION 80

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

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

Correct Answer: D

Section:

QUESTION 81

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

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

Correct Answer: A

Section:

QUESTION 82

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

Correct Answer: C

Section:

QUESTION 83

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

Correct Answer: A

Section:

QUESTION 84

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

Correct Answer: C, D

Section:

QUESTION 85

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

Correct Answer: D

Section:

QUESTION 86

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

Correct Answer: D

Section:

QUESTION 87

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

Correct Answer: A

Section:

QUESTION 88

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

Correct Answer: C

Section:

QUESTION 89

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

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

Correct Answer: C

Section:

QUESTION 90

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.

Correct Answer: C

Section:

QUESTION 91

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

Correct Answer: D

Section:

QUESTION 92

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

Correct Answer: D

Section:

QUESTION 93

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

Correct Answer: B

Section:

QUESTION 94

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

Correct Answer: A

Section:

QUESTION 95

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

Correct Answer: A

Section:

QUESTION 96

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.

Correct Answer: B

Section:

**QUESTION 97**

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.

Correct Answer: A

Section:

QUESTION 98

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

Correct Answer: A

Section:

QUESTION 99

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

Correct Answer: D

Section:

QUESTION 100

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

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



Correct Answer: A

Section:

QUESTION 101

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

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

Correct Answer: B

Section:

QUESTION 102

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

- A. Program requirements for resource competency levels
- B. Structure of the program management team

- C. Metrics and qualifications for program acceptance
- D. Location of the program work

Correct Answer: B

Section:

QUESTION 103

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

Correct Answer: B

Section:

QUESTION 104

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

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



Correct Answer: A

Section:

QUESTION 105

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

Correct Answer: A

Section:

QUESTION 106

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.

Correct Answer: B

Section:

QUESTION 107

Performing quality assurance in a program can result in which one of the following?

- A. Quality control execution
- B. Scope fulfillment
- C. Quality management plan
- D. Change requests

Correct Answer: D

Section:

QUESTION 108

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 performance index
- C. Cost-to-benefits ratio
- D. Return on investment

Correct Answer: A

Section:

QUESTION 109

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

Correct Answer: C

Section:

QUESTION 110

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

Correct Answer: C

Section:

QUESTION 111

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.

Correct Answer: C

Section:

QUESTION 112

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

Correct Answer: B

Section:

QUESTION 113

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

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

Correct Answer: A

Section:

QUESTION 114

Which of the following is not a phase of program life cycle?

- A. Program Initiation
- B. Program Closure
- C. Program Setup
- D. Program Planning
- E. Delivery of Program Benefits
- F. Pre-program Preparation

Correct Answer: D

Section:

QUESTION 115

You are the program manager for your organization and are coaching Bonnie, a project manager, who would like to be a program manager wants to know what a program is. Which one of the following statements best defines what a program is for Bonnie?

- A. A program is a collection of projects that work together to create one deliverable for the organization
- B. A program is a collection of projects managed to gain benefits for the organization; the organization could not realize the benefits of the project if they were managed independently.
- C. A program is a uniform set of goals that are too large to be managed as one independent project so the project is subdivided into multiple objectives led by multiple project managers and orchestrated by one program manager.
- D. A program is a large collection of projects lead by a single project manager.

Correct Answer: B

Section:

QUESTION 116

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

Correct Answer: B

Section:

QUESTION 117

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

Correct Answer: B

Section:



QUESTION 118

Leigh is working with the project stakeholders to define the project scope. The stakeholders are deciding on what type of flooring their new hotel should have in the lobby. They have narrowed their choices to either carpet or tile. The two acceptable choices of carpet or tile during scope definition is an example of what planning approach?

- A. Alternative identification
- B. Work packages
- C. Requirements
- D. Scope decomposition

Correct Answer: A

Section:

QUESTION 119

You are the program manager for your organization and are working with your program team to create the program scope. Based on the program requirements you have identified the major deliverables of each phase in your program scope. Management has requested that you plan for cost estimating to happen at each phase of the program before continuing the work. Management may elect to cancel the program at the end of each phase based on past performance of the program. What are the reviews of management called at each phase?

- A. Phase gate estimates
- B. Murder board
- C. Portfolio review sessions
- D. Kill points

Correct Answer: D

Section:

**QUESTION 120**

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

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

Robert create along with the project managers to ensure that the resources are scheduled and managed effectively?

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

Correct Answer: A

Section:

QUESTION 121

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.

Correct Answer: A

Section:

QUESTION 122

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

Correct Answer: A

Section:

QUESTION 123

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



Correct Answer: A

Section:

QUESTION 124

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

Correct Answer: D

Section:

QUESTION 125

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

- A. Monte Carlo simulation
- B. Sensitivity analysis

- C. Force field analysis
- D. Decision tree analysis

Correct Answer: A

Section:

QUESTION 126

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

Correct Answer: B

Section:

QUESTION 127

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.

The logo for Vdumps.com, featuring a stylized orange 'V' followed by the word 'dumps' in a grey, lowercase, sans-serif font.

Correct Answer: D

Section:

QUESTION 128

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

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

Correct Answer: A, B, C

Section:

QUESTION 129

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. Project charter
- B. Program scope statement

- C. Program performance report
- D. Program charter

Correct Answer: B

Section:

QUESTION 130

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

Correct Answer: A

Section:

QUESTION 131

You are a program manager of a program. You are required to compile performance data of your program. These data will be sent to relevant stakeholders. You are reviewing the status reports of all projects including the costs, schedule, scope, risks, and other performance data.

In which of the following processes are you working on?

- A. Plan Communication
- B. Distribute Information
- C. Report Program Performance
- D. Monitor and Control Program Performance



Correct Answer: C

Section:

QUESTION 132

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

Correct Answer: D

Section:

QUESTION 133

Your program is to construct a new condo building in Chicago. You and the project managers are working together to define the project assumptions about the program. Which one of the following is an example of an assumption for this program?

- A. Deadlines for project milestones

- B. Building codes
- C. A predetermined program budget
- D. Weather

Correct Answer: D

Section:

QUESTION 134

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

Correct Answer: C

Section:

QUESTION 135

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

Correct Answer: A

Section:

QUESTION 136

Which of the following statements are true regarding program scope statement? (Choose three.)

- 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.

Correct Answer: A, C, D

Section:

QUESTION 137

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

Correct Answer: C

Section:

QUESTION 138

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

Correct Answer: B

Section:

QUESTION 139

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

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

Correct Answer: A

Section:

QUESTION 140

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

Correct Answer: C

Section:

QUESTION 141

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

Correct Answer: D

Section:

QUESTION 142

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

Which of the following is true regarding this scenario?

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

Correct Answer: D

Section:

QUESTION 143

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



Correct Answer: D

Section:

QUESTION 144

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

Correct Answer: C

Section:

QUESTION 145

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.

Correct Answer: A

Section:

QUESTION 146

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

Correct Answer: B

Section:

QUESTION 147

Which of the following statements are true regarding program scope changes? (Choose three.)

- 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.



Correct Answer: A, C, D

Section:

QUESTION 148

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

Correct Answer: D

Section:

QUESTION 149

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

Correct Answer: B

Section:

QUESTION 150

You are the program manager for your organization and are about to execute your procurement management plan. You need to procure materials for your program and you want only the vendor to provide you with a price for the goods you need to procure. What type of a document should you provide to the vendor in this scenario?

- A. Statement of work
- B. Request for quote
- C. Proposal
- D. Program charter

Correct Answer: B

Section:

QUESTION 151

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

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

Correct Answer: D

Section:

QUESTION 152

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

Correct Answer: B

Section:

QUESTION 153

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

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



Correct Answer: D

Section:

QUESTION 154

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

Correct Answer: C

Section:

QUESTION 155

June is the program manager for her organization. Management has asked June to create a visual mapping of the program scope so that all of the key stakeholders can see all of the elements of the program scope. June needs to create what kind of document to show all of the program deliverables based on the program scope?

- A. Program network diagram
- B. Program benefits mapping chart
- C. Program budget
- D. Program work breakdown structure

Correct Answer: D

Section:

QUESTION 156

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

Correct Answer: A

Section:

QUESTION 157

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



Correct Answer: A

Section:

QUESTION 158

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

Correct Answer: C

Section:

QUESTION 159

You are the program manager for your organization and you are dealing with your program stakeholders. You are explaining to them, along with your program team, how certain activities in the program may cause delays in the schedule if the associated risk events come into play. The cost of impact of the risk events are minimal, but the schedule impacts could be bigger. The stakeholders are concerned about delaying the schedule beyond a given due date for the program.

They would like you to determine if it is possible to add more labor, use a higher grade of material, or hire some consultants to ensure the risks do not occur in the program. They are not much concerned about the cost of the solution as long as the solution or identified risks do not delay the program completion. What type of risk response are your program stakeholders recommending in this situation?

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



Correct Answer: B

Section:

QUESTION 160

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

Correct Answer: D

Section:

QUESTION 161

If a risk has a probability of 60 percent and an impact of -\$57,000 what will the expected monetary value of the risk event be?

- A. -\$34,200
- B. -\$57,000
- C. -9,500

D. You will need to know the utility function of the organization to determine this.

Correct Answer: A

Section:

QUESTION 162

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.

Correct Answer: C

Section:

QUESTION 163

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



Correct Answer: B

Section:

QUESTION 164

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.

Correct Answer: C

Section:

QUESTION 165

The program manager must define the program and understand the organization's target market and customer needs. What should the program manager do first?

- A. Brainstorm with the program team to decide on the definitions of the target market.
- B. Meet with peers to identify the company's competitors in the target market.
- C. Meet with the project managers to identify the target market.

D. Work with the program sponsor to assess the needs of the target market.

Correct Answer: A

Section:

QUESTION 166

A program manager notices that one project manager tends to withdraw during important team discussions to avoid conflict. What technique could the program manager use to gain more input from this project manager?

- A. Institute an incentive program to create competition among the team members.
- B. Make the project manager share an office with a more assertive team member.
- C. Solicit ideas from each team member individually, giving each person a chance to express their opinions.
- D. Create an online message board so team members can see and respond to everyone's ideas.

Correct Answer: C

Section:

QUESTION 167

To increase its presence and promote its products and services in new markets, a company begins to implement its new business strategy. The company's CEO endorses a new program to promote and support this strategy. However, before the program is formally initiated, this strategy must be aligned with the organization's strategic goals and objectives.

What should the program manager develop first?

- A. Program's risk threshold
- B. Program risk management plan
- C. Program resource management plan
- D. Program risk and issue governance forum



Correct Answer: D

Section:

QUESTION 168

An organization requests that a junior project manager, with no previous experience or training in the industry, take over a complex program component. The program component involves senior subject matter experts and has dependencies with other large projects to deliver key benefits to the organization.

How should the junior project manager respond to this request?

- A. Accept the assignment, identify the skill gaps, and request training.
- B. Reject the assignment, because of the ethical requirement not to accept work for which the project manager is not qualified.
- C. Accept the assignment as a challenge and an opportunity to acquire new skills and seek advice from a senior project manager.
- D. Reject the assignment because of fear of failure and resulting negative career impact.

Correct Answer: B

Section:

QUESTION 169

Program A is dependent upon program B to complete benefits sustainment for two benefits. Program A is on track to meet program benefits. However, program B's program manager has just advised that program B has been closed.

What should program A's program manager update and review first with the stakeholders?

- A. Benefits sustainment plan

- B. Benefits register
- C. Benefits management plan
- D. Benefits transition plan

Correct Answer: A

Section:

QUESTION 170

What actions are taken in the process of developing and maintaining a program risk register?

- A. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and provide the foundation for the risk management plan.
- B. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and identify the root cause of potential risks.
- C. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and proactively manage program issues.
- D. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and identify residual risks.

Correct Answer: C

Section:

QUESTION 171

A hotel chain initiates a program to expand meeting offerings to include telecommunications technology and virtual meetings. The program has component projects, each of which requires team members to have different technical skills and expertise. The program manager assembles a team of project managers to lead each of the projects, and learns that the desired resources will not be available at the start of the program. As a result, the program manager must do which of the following?

- A. Utilize team members that are currently available, even though they do not have the expertise needed.
- B. Assign the tasks on the critical path to the resources available to adhere to the project schedule.
- C. Delay the start of the program until the assigned resources are available.
- D. Apply resource leveling considering the constraints of time, budget, and quality.

Correct Answer: D

Section:

QUESTION 172

An aircraft manufacturer is engaged by an airline to build a fleet of new airliners. The program charter has been approved, but the stakeholders are concerned that the delivery method of the program may not meet their expectations.

Using the program master schedule, what will the program manager incorporate to align the program with the expectations of the stakeholders?

- A. Program work breakdown structure (PWBS), program scope statement, and benefits management plan
- B. PWBS, benefits management plan, and program financial management plan
- C. Program charter, PWBS, and program scope statement
- D. Program scope statement, benefits management plan, and program financial management plan

Correct Answer: A

Section:

QUESTION 173

A program experiences issues during execution. The stakeholders are concerned and the program manager feels pressure to act on these issues.

What tool should be used to trigger a planned response when receiving lower than expected results?

- A. Key performance indicators
- B. Benefits management plan
- C. Communications management plan
- D. Ishikawa diagram

Correct Answer: A

Section:

QUESTION 174

The program manager defines the program objectives, requirements, and develops a high-level road map. To ensure program alignment with the enterprise strategic plan, the program manager should work with which of the following?

- A. Program governance board
- B. Program management office
- C. Change control board
- D. Project managers on the program

Correct Answer: A

Section:

QUESTION 175

A company is releasing a new product geared toward a specific geographic area. The program manager has received the program objectives and developed the program roadmap, which consists of six program components. Approval from the program governance board has been obtained. What is the program manager's next step?

- A. Assign project managers and resources
- B. Classify the program's benefits
- C. Identify the program sponsor and program stakeholders
- D. Develop the program business case

Correct Answer: C

Section:

QUESTION 176

A project is assigned to a qualified project manager by the program manager. The client rejects the project manager due to a lack of proper qualifications to manage such a project. What should the program manager do next?

- A. Reassess the project manager's credentials
- B. Assign a different project manager
- C. Review the skill requirements of the project
- D. Apply the competence assessment techniques to resolve the issue

Correct Answer: D

Section:

QUESTION 177

A program manager concurrently implements a software program at four client locations. The client's objective is to maintain quality while shortening the software implementation timeline. What key elements should be included in the benefits register to achieve this goal?

- A. Plans for tracking and communicating risks associated with the program
- B. Plans for conducting program quality assurance and control on a regular basis
- C. Plans for program schedule control to meet the shorter timeline
- D. Plans for defining metrics and key performance indicators (KPIs), and procedures to measure benefits.

Correct Answer: D

Section:

QUESTION 178

A large automaker begins a program to create the next-generation car. As the program team is composed, key stakeholders are identified. Key stakeholders for the program should include which of the following?

- A. Potential customers, government regulatory agencies, and competitors
- B. Project management office (PMO), third-party contractors, and agents
- C. Local car dealers, factory workers, and corporate officers
- D. Vice president of logistics, potential customers, and corporate executives

Correct Answer: B

Section:

QUESTION 179

An R&D group director approves a major program's charter. Although the director has a high level of understanding of the program's scope, they are unsure of how the program manager can be successful in delivering the program's commitments.

What should the program manager do to align stakeholders with planning and monitoring the program's progress?

- A. Establish high-level program milestones
- B. Develop an accountability matrix, and assign program roles and responsibilities
- C. Generate a supplier management plan to identify external stakeholders
- D. Create a communications management plan, and establish reporting formats

Correct Answer: A

Section:

QUESTION 180

A component project of a multiyear program delivers all expected products and services as anticipated. The component project manager obtains approvals from the stakeholders and transitions the benefits to operations. What should the program manager do next?

- A. Reassign the component project manager to another component project or activity
- B. Verify that the benefits were delivered and authorize component project closure
- C. Conduct a program audit to confirm that the component project is complete
- D. Keep the component project open until the program benefits are realized

Correct Answer: B

Section:

QUESTION 181

An organization is embarking on a new program aligned with its strategic objectives. The new program has a high level of risk due to the rapidly changing technical landscape in which the organization operates. The organization has mature program management capabilities, as measured by its resources, intellectual assets, and management processes. Given the organization's history of delivering successful programs, what should the program manager do as part of the planning process?

- A. Interview the program managers and stakeholders of previous programs to learn from their experiences.
- B. Review the organization's strategic objectives, risk tolerance, and compliance processes, which may provide knowledge about past programs.
- C. Consult the repository developed as part of the organization's knowledge management initiative to capture best practices and lessons learned.
- D. Hire independent industry specialists and subject matter experts (SMEs) to provide additional information about market trends and uncertainties in the external environment.

Correct Answer: C

Section:

QUESTION 182

The program manager wants to increase the team's commitment to the program objectives. The program manager should do which of the following?

- A. Work with the sponsor to identify the organization's best practices.
- B. Work with the program stakeholders and program management office to identify the organization's best practices.
- C. Work with the program management office to identify the organization's best practices.
- D. Work with the sponsor, program stakeholders, and the program management office to identify the organization's best practices.

Correct Answer: D

Section:

QUESTION 183

A program manager has four projects pending approval. Senior management asks the program manager to identify a project for potential elimination based on the return on investment. The program manager has the following information to guide and support the decision:



| | |
|-----------|--|
| Project A | Project Revenues = US\$700,000 Project Total Cost = US\$900,000 |
| Project B | Project Revenues = US\$900,000 Project Total Cost = US\$700,000 |
| Project C | Project Revenues = US\$300,000 Project Total Cost = US\$200,000 |
| Project D | Project Revenues = US\$200,000 Project Total Cost = US\$300,000 |

Which project should the program manager select to be cancelled?

- A. Project A
- B. Project B
- C. Project C
- D. Project D

Correct Answer: D

Section:

QUESTION 184

In preparation for the development and submission of the program master schedule to a client, the program manager meets with the component project manager and master program scheduler to discuss the work breakdown structure (WBS). During the meeting, the master scheduler indicates that the master program schedule should include which of the following?

- A. Program benefits and all component project activities
- B. Component resources and their activity assignment/responsibility metrics
- C. Program-level activities and integrated component projects
- D. Program activities, component activities, and all other work

Correct Answer: D

Section:

QUESTION 185

A program manager has a multiple-project program that is scheduled to be completed by year's end. During the program delivery phases of the projects, several mandatory changes are identified that would extend the program's completion date.

What is the next step for the program manager?

- A. Apply resource leveling to ensure the program is completed on schedule
- B. Update the schedule to reflect the extended completion date
- C. Adjust working hours to ensure the program is completed on schedule
- D. Submit a change request to extend the program schedule

Correct Answer: D

Section:

QUESTION 186

During the program execution stage, the component project manager responsible for testing estimates that budgeted hours may exceed 200 hours. What should the program manager do?

- A. Communicate to the program sponsor regarding the additional estimated cost and request a change order.
- B. Determine which component projects have excess capacity and rebalance those resources to the project that needs additional hours.
- C. Request that the project manager make the team members work additional hours and not bill the project.
- D. Talk with the project manager and find ways to reduce hours in another part of the project.

Correct Answer: B

Section:

QUESTION 187

An organization must accelerate a product to market. The program manager completes the preliminary program steps and holds a kick-off meeting. Project managers submit their preliminary schedules for review. What should the program manager do next?

- A. Assign resources to the schedule and report the revised delivery date to the project managers.
- B. Work with the project managers to refine the project schedules and deliverables to align with the program milestones.
- C. Revise the project schedules to meet the program schedule and communicate to stakeholders.
- D. Integrate the project schedules into the program schedule and report the revised delivery date to the project managers



Correct Answer: B

Section:

QUESTION 188

The program director of a four-year program, estimated to require 600,000 person-days effort, notices that team morale has decreased over the last three months. The program is at a critical stage with 70% completion through the test phase. A number of defects are found that result in teams working additional hours. The program director requests that the program management office (PMO) gather metrics to monitor the situation. Which of the following metrics should the PMO capture on a monthly basis?

- A. Billable hours charged to the program, non-billable hours charged to the program, quantity of defects per full-time equivalent (FTE)
- B. Absenteeism rate, staff turnover, quantity of defects, total hours worked, average number of FTEs
- C. Amount of hours spent on rework of software coding, retesting, and on non-rework activities
- D. Absenteeism rate, staff turnover and leave liability

Correct Answer: B

Section:

QUESTION 189

Stakeholders ask the program manager to assess reasons for the project's delay and provide a report. Also, the program manager must identify steps to be taken to ensure the program will finish on time and within budget. The program manager distributes information in accordance with which of the following?

- A. Stakeholder engagement plan
- B. Program governance charter
- C. Schedule management plan
- D. Communications management plan

Correct Answer: D

Section:

QUESTION 190

After taking over a program, a program manager reviews the program's status and discovers that stakeholders do not know how the program is performing in relation to schedule and costs. The program manager establishes earned value (EV) metrics and determines that the program has a budget of US\$2.1 million, is three months into a nine-month timeline, and the planned value (PV) at the three-month point should be US\$320,000. The program has spent US\$350,000 and the EV is US\$340,000.

Based on this information, the program manager determines which of the following?

- A. The schedule is US\$30,000 under budget
- B. The cost is US\$20,000 under budget
- C. The schedule is US\$10,000 over budget
- D. The cost is US\$20,000 over budget

Correct Answer: D

Section:

QUESTION 191

A program manager is identifying and verifying risks as outlined in the risk management plan. The results will be recorded in which of the following?

- A. Risk register
- B. Risk monitoring and control



- C. Risk response planning
- D. Risk mitigation strategy

Correct Answer: A

Section:

QUESTION 192

While setting up a program's infrastructure and plan, a program management team develops documents and processes that provide commonality and consistency throughout the program's components. What should the team also prepare, if not already provided by the organization's assets?

- A. Breakdowns such as the program work breakdown structure (PWBS), component project milestones, and budgets that transform top-level planning into fragments relevant to the components
- B. Industry standards that provide guidance to the component project managers on how to adapt their detailed planning to the program's master plan
- C. Documents that enable level-adequate aggregation and consolidation of component/program information and forecasting
- D. Files, filing structures, and templates for knowledge repositories that contain centrally stored and commonly maintained program data

Correct Answer: A

Section:

QUESTION 193

A program is near completion and the benefits will be delivered shortly. The program manager prepares to initiate program closeout activities to release the program resources. Before, initiating closeout and releasing the resources, what should the program manager do?

- A. Review the benefits management plan with the program sponsor
- B. Obtain approval from the sponsor to close the program
- C. Prepare performance evaluations for all program personnel
- D. Prepare performance evaluations for all project personnel



Correct Answer: B

Section:

QUESTION 194

A program is developing a next-generation product line, and one component has been delivered. However, due to a change request, expectations for another component are unmet. What activity should the program manager perform next?

- A. Program delivery management
- B. Resource interdependency management
- C. Program performance monitoring and controlling
- D. Benefits sustainment and program transition

Correct Answer: A

Section:

QUESTION 195

The customer of a three-year program does not want to receive any intermediate details on the program. The program appears to be in trouble and the customer is concerned about a new system's cost. The program manager has provided monthly performance reports throughout the program's life cycle.

Which of the following would the customer be interested in reviewing?

- A. Estimate to complete
- B. Estimate at completion
- C. Original cost baseline
- D. Cost performance index

Correct Answer: D

Section:

QUESTION 196

A component project manager escalates an issue regarding a key stakeholder to the program manager. The key stakeholder does not respond to emails or phone calls, and the project manager believes this key stakeholder is exhibiting a negative attitude toward the work. The key stakeholder has a significant influence over the component project, which could impact other components if delays occur. The program manager's attempts to reach the stakeholder via email also fail.

What should the program manager do next?

- A. Escalate the issue to the stakeholder's supervisor
- B. Escalate the issue to the program governance board, as delays will impact the program
- C. Update the program risk register to reflect a realized risk and execute the documented risk response
- D. Attempt to call the key stakeholder; if unsuccessful, visit their office to identify potential risks

Correct Answer: D

Section:

QUESTION 197

After new private equity owners acquire an enterprise, they want to improve its value by reducing costs. A new program will restructure the enterprise, including an aging headquarters campus where the main data center is housed. A strategic component project presents significant risk to organizational objectives due to its complexity and dependencies on external parties. After a series of board meetings, the enterprise's investment committee approves a budget to implement this component project, which will move the old data center from the aging headquarters campus into a new colocation facility. Implementation of this component project may now begin, but is already one month behind schedule. The program manager now perceives significantly more risk to the larger program due to this delay.

What should the program manager do to address this risk with the program sponsor and governance board?

- A. Share the concerns with the program sponsor to confirm understanding of the new development. Next, update the program budget, implementation plan, and risk management plan for governance board approval.
- B. Update the component project's risk register, issue log, implementation plan, and risk management plan. Next, meet with the program sponsor to revise the program budget, implementation plan, and risk management plan for governance board approval.
- C. Revise the program budget, and implement the component project by managing it closely to recover the month-long delay. Next, update the component's project and risk management plans for governance board approval.
- D. Update the program budget, and task the component project manager with implementing the plan. Next, submit a change order for approval to apply more resources to reduce the larger program's risk profile.

Correct Answer: B

Section:

QUESTION 198

Company A acquires company B, which leads to a two-year program to integrate the processes and systems. Company B uses a different project management process, and the company's staff is unhappy about the acquisition. As a result, company B's project team fails to provide status and cost data in a format that conforms to the program standards.

What should the program manager do first?

- A. Inform the stakeholders of this issue as soon as possible
- B. Change the program standards, aligning them with the project standards
- C. Work with the reports provided to extract the required information

D. Remind the project manager of the relevant program standards

Correct Answer: D

Section:

QUESTION 199

An organization initiates an innovation program to deliver exceptional performance and benefits. After the program transition plan is in place and the implementation of a benefits sustainment plan starts, the program manager discovers the program may be shut down due to lack of funding.

To ensure continued funding for the program, what should the program manager do next?

- A. Complete the benefits sustainment plan and update the benefits register
- B. Present a revised ROI to the program sponsors based on the remaining investment
- C. Conduct a cost-benefit analysis to ensure the program sponsors understand the program's long-term benefits
- D. Review the program business case and the program's strategic alignment and long-term benefits with the program governance board

Correct Answer: C

Section:

QUESTION 200

A program management team is invited to a company's annual strategy planning session. The CEO discusses the mission and vision of the organization, and how the strategic plan will create opportunities to fulfill them. How can the program manager use the company's vision to establish a program?

- A. Define the program and component projects to enable the fulfillment of strategic goals.
- B. Set the priority matrix, and map the projects' priorities that will be included in the program.
- C. Define the program roadmap, and highlight the individual projects' benefits.
- D. Identify program benefits that will enable the fulfillment of strategic goals.



Correct Answer: A

Section:

QUESTION 201

Several issues are identified on one component project in a program. During a meeting with that component's project manager, the program manager offers several suggested resolutions. Two weeks later, they meet again to review progress. The project manager had reviewed the issues and suggested resolutions, but delayed a decision. This two-week delay in taking action caused delays in the project schedule.

What should the program manager do?

- A. Join project-level issue resolution meetings to accelerate the decision-making process.
- B. Initiate discussions with the program governance board about assigning a more experienced project manager to the project.
- C. Emphasize that the project manager needs to address the issues and follow up at the next scheduled meeting.
- D. Develop an immediate corrective action plan with the project manager and coach them on decision-making responsibilities.

Correct Answer: A

Section:

QUESTION 202

A program manager for an electronic gaming manufacturer is managing a new virtual reality program. An international trade agreement in the final stages of renegotiation will reduce supply-chain costs and delivery intervals. A materials supplier informs the program manager that when this agreement is finalized, it will shorten the product's delivery time.

What should the program manager update first?

- A. Procurement management plan
- B. Benefits register
- C. Risk register
- D. Benefits management plan

Correct Answer: B

Section:

QUESTION 203

A program manager building the world's largest cruise ship is resolving the conflict between the two main sponsors who cannot agree on the number of food and beverage outlets to have onboard. What should the program manager do?

- A. Finalize the business case and market analysis with the core program team and present the findings to the chief executive officer for approval.
- B. Work with the core program team to conduct a market analysis and make the decision based on the best return on investment.
- C. Arrange a meeting with both sponsors and the steering committee to present the market analysis and work through the conflict.
- D. Engage the program stakeholders, present the market analysis and findings to facilitate the decision on the best option.

Correct Answer: D

Section:

QUESTION 204

A program with six projects has been running for three years. The company's procurement and contracts department has compiled a qualified seller list. The program manager determines that one of the projects must be outsourced.

The program manager will use the qualified seller list to do which of the following?

- A. Plan a proposal evaluation system
- B. Prepare the program procurement management plan
- C. Perform the required program budget updates
- D. Issue requests for proposals

Correct Answer: D

Section:

QUESTION 205

A program manager at a pharmaceutical company plans a new drug development effort. The development is slated to yield three drug variants. The program manager articulates the program scope boundaries. Which of the following deliverables captures these items?

- A. Program scope management plan
- B. Program governance plan
- C. Program scope statement
- D. Program work breakdown structure

Correct Answer: C

Section:

QUESTION 206

A component project of a program is completed, and will provide the intended incremental benefits. How should the program manager proceed with the component transition?



- A. Update the program stakeholder engagement plan with stakeholders from the transition organization
- B. Define the component project's business value in the benefits management plan
- C. Update the program roadmap to reflect completion of a key end-point objective
- D. Initiate a program change request to close out the component project

Correct Answer: A

Section:

QUESTION 207

A company is building a global monitoring network in 40 countries. The program completes the planning phase and a review is conducted of the program components' strategic alignment with the intended program and company goals. The review identifies issues that should be resolved to improve program progress. One of the issues identified is the lack of incorporation of both software and configuration management tools.

Which of the following must be addressed?

- A. Program performance monitoring and controlling
- B. Program management information system (PMIS)
- C. Program delivery management
- D. Program roadmap

Correct Answer: B

Section:

QUESTION 208

Which of the following serves as a guiding principle for a program manager when preparing a program work breakdown structure?

- A. Decompose the program work based upon available resources
- B. Decompose the program to the work package level
- C. Decompose the program to the architecture baseline level
- D. Decompose the program at a level sufficient to achieve control

Correct Answer: A

Section:

QUESTION 209

A small, regional utility closes a customer rewards program and transitions it to operations. The executive sponsor and program manager are concerned about the impact on benefits realization. The program manager assures the executive sponsor that any corrective actions will be included in the next phase.

What should the program manager do to ensure a successful transition?

- A. Ask each project manager to consolidate and file all program documentation in the corporate archives.
- B. Obtain all project manager's contact information, and then have them reassigned back to their functional managers.
- C. Ask the program's business analyst to collect all project information and create a report.
- D. Ensure that all program documents, including lessons learned, are archived in the knowledge repository.

Correct Answer: D

Section:

QUESTION 210

A software development program will launch iterative versions of new software called Alpha over two years. Following that, a program will be released to the program team and developers to create new software called Beta. While the program manager prepares the program closure plan for Alpha, the program sponsor expresses concern about its support after program closure. What should the program manager do as part of Alpha's program closure plan?

- A. Execute the transition plan, and include knowledge transfer to transition Alpha support to operations.
- B. Keep the Alpha program open until support is no longer required, then execute program closure.
- C. Adjust Alpha's exit criteria to ensure its support is included in the Beta program.
- D. Document the program closure procedure to ensure that resources are released from Alpha to develop Beta.

Correct Answer: C

Section:

QUESTION 211

An IT program manager is concerned that a program is not achieving its defined incremental benefits due to a lack of delivery by the business team. The IT team has several dependencies on the business team throughout the program. However, the business team does not report to the IT program manager, and only two business team resources with the appropriate skills are available to complete the required program tasks. To address this issue, what should the IT program manager do next?

- A. Schedule a meeting with the business team to discuss transferring the two business team resources to the IT team; update the program risk register to include risk mitigation steps.
- B. Escalate the lack of commitment by the business team to the program steering committee; hire a new project resource to complete the required tasks; update the program risk register to include risk mitigation steps.
- C. Review and clarify the business team's program roles and responsibilities; determine the schedule impact on benefits delivery; direct the IT project manager to meet with the business team to ensure dependencies are understood and that the appropriate resources can be made available.
- D. Modify the program milestone dates to include a larger contingency; determine the impact on the project implementation date; update the benefits management plan.

Correct Answer: C

Section:



QUESTION 212

A global enterprise resource planning (ERP) program's scope includes designing and building a global template. Plans include a pilot implementation project to validate the template, to be followed by several rollout projects. During the build of the global template, a new government regulation mandates implementation of a goods and services tax (GST). What should the program manager update?

- A. Program communications management plan
- B. Benefits management plan
- C. Stakeholder engagement plan
- D. Benefits transition plan

Correct Answer: B

Section:

QUESTION 213

A program receives initial approval from the selection committee to proceed with the program development. What should the program manager do next?

- A. Define the program architecture and assign the benefits realization to the component projects.
- B. Complete the program setup to establish a firm foundation of support and approval for the program.
- C. Analyze lessons learned and historical information to validate the program's expected outcomes.
- D. Continue to develop the high-level program road map.

Correct Answer: D

Section:

QUESTION 214

The program manager of a multinational program must reconcile data including subject matter experts' labor hour estimates, and other direct resource hour estimates. In addition, the program manager must prepare the cash flow analysis.

Which of the following should be considered to get a baseline budget?

- A. Currency exchange rates
- B. Component cost estimates
- C. Baseline schedule
- D. Program payment schedules

Correct Answer: B

Section:

QUESTION 215

A key stakeholder's requirement contradicts the organization's strategic objectives. The program manager meets with the stakeholder, but is unable to reach a compromise on the requirement.

What should the program manager do first?

- A. Meet with the program management office to update the benefits management plan
- B. Meet with organization's strategic planning committee to obtain clarification
- C. Meet with the program sponsor to address the issue
- D. Meet the customer to determine if the stakeholder's requirement is valid



Correct Answer: C

Section:

QUESTION 216

Near the completion of a transformation program, the operations manager is concerned that their department failed to be notified in advance of the new service being transitioned into operations. They claim that their department did not approve this service, and is now unprepared and untrained to support the transformation.

What should the program manager have done first to prevent this?

- A. Added the operations manager as a key stakeholder
- B. Created a transition plan during the planning phase for the impacted operational area
- C. Ensured there was a communications management plan that included the transition to operations
- D. Drafted a training plan with assistance from the program management office (PMO) or human resource department before transitioning it to operations

Correct Answer: B

Section:

QUESTION 217

A program stakeholder is concerned about information they receive about a project. Who is responsible for reviewing the communications management plan to assure adequate information is provided to the stakeholder?

- A. Program sponsor
- B. Communications manager
- C. Project manager

D. Program manager

Correct Answer: B

Section:

QUESTION 218

A program manager prepares the program for review to secure funding by senior management. Which of the following must the program manager identify when creating the program charter?

- A. Milestone dates, budget, and staff details that support it
- B. Assumptions incorporated into the benefits management plan
- C. Process within the organization that will be needed to deliver the product
- D. Key decision makers or stakeholders in the program and their expectations and interests

Correct Answer: A

Section:

QUESTION 219

A newly appointed country manager suggests that the regional program manager use a social media platform to expedite communications and address questions. The new country manager used this social media platform at a previous job.

What should the regional program manager do to address the country manager's request?

- A. Suggest that the country manager use the existing communication channels while the team becomes familiar with the new social media platform.
- B. Ask the country manager to champion the social media platform, as they may have more influence than the regional program manager.
- C. Review existing in-house social media capabilities to determine if they will meet the needs of the country manager's request, and update the stakeholder register.
- D. Ask the technology, security, and project teams to assess the country manager's request.

Correct Answer: D

Section:

QUESTION 220

A program manager for the construction of an international event venue that will impact the local community needs to determine the best approach for communications. One of the conditions of the program is that after the event takes place, a park will be built for the community's use.

What should the program manager do to ensure community support?

- A. Review the scope with the program sponsor and community representatives
- B. Organize an advocacy group and facilitate community engagement
- C. Negotiate the program scope with community representatives
- D. Ensure community representatives are part of the steering committee

Correct Answer: B

Section:

QUESTION 221

A program manager has been assigned to a program that has received approval of the program charter and for which a stakeholder register has been prepared.

During stakeholder engagement planning, the program manager should consider which of the following stakeholders aspects?

- A. Attitude about the program, external political position, and technical expertise

- B. Level of influence and participation and attitude about the program
- C. Expectations of program benefits, level of influence, and organizational culture
- D. Level of support/opposition, technical expertise, and organizational culture

Correct Answer: B

Section:

QUESTION 222

A program is in its execution phase when a component project manager suggests a potential change that could increase the financial benefit of the program. The program manager is hesitant to submit a change request, as it would extend the program schedule and require a scope change.

To whom should the change request be presented?

- A. The program governance board
- B. The program customer
- C. The program management office (PMO)
- D. The project governance board

Correct Answer: A

Section:

QUESTION 223

A company initiates a program to reorganize its sales and production departments. Three production departments are located at the three production plants next to the company's headquarters. Five regional sales departments are located at different locations around the world.

At this stage of the program, what is the first step?

- A. Develop a program work breakdown structure
- B. Identify and quantify business benefits of the program
- C. Determine and prioritize the various components of the program
- D. Prepare a program organization chart covering both sales and production

Correct Answer: B

Section:

QUESTION 224

After an organization initiates a strategic program, several project managers express interest in joining the program team. The program manager's supervisor recommends a list of project managers to be part of the team.

What should the program manager do to select the project managers?

- A. Complete a skill set inventory and select the most suitable resource(s)
- B. Ask interested project managers for their CV or résumé and conduct interviews
- C. Accept the recommendation of the program manager's supervisor
- D. Contact the human resource manager for project managers' availability

Correct Answer: A

Section:

QUESTION 225

A company CEO meets with key customers to learn how they can be better served. After discovering that some executive team members disagree with each other, the CEO asks the program management office (PMO) to



develop a program to better serve key customers based on their strategic importance to the company's long-term goals.
What should the program manager do to establish and successfully manage the program's direction?

- A. Create a program strategy to obtain the required funding from the portfolio decision team
- B. Develop and foster relationships with stakeholders to improve communication
- C. Conduct stakeholder interviews to address their concerns and expectations
- D. Identify a list of projects, and then assign them suitable project managers

Correct Answer: C

Section:

QUESTION 226

XYZ Company hires you to make its transitioning procedure more effective in meeting close-out requirements. You review XYZ's transitioning procedures to eliminate any that do not belong in the close-out phase.
Which of the following procedures should you remove?

- A. Managing the transition from the "As-Is" state to the "To-Be" or Target State
- B. Reviewing the status of benefits with the stakeholders and program sponsor
- C. Managing any required transition to operations
- D. Documenting lessons learned in the organizational database

Correct Answer: A

Section:

QUESTION 227

At the beginning of the second year of a five-year strategic cycle, the program management team attends a checkpoint session to review the state of the company's strategy. During the previous year, the company needed to comply with new government regulations that impacted this strategy.
Based on this information, what should the program manager do?

- A. Update the program management, benefits management, and risk management plans, and modify priorities and interdependencies.
- B. Meet with stakeholders, and modify the program roadmap to comply with the new regulations and ensure strategic alignment.
- C. Obtain stakeholder approval to stop or postpone programs that fail to comply with the new regulations, and modify the program roadmap.
- D. Review resource capacity and capability, program priorities, and interdependencies, and create a change request to modify the program roadmap to ensure strategic alignment.

Correct Answer: D

Section:

QUESTION 228

A country is in the process of strengthening its defense program. A key project is not meeting its specified performance objectives. The project manager initiates a change request to address this issue.
What should the program manager do NEXT?

- A. Consider the option to close out the key project
- B. Evaluate the program and re-baseline the objectives
- C. Assess the benefits and impact to the program
- D. Amend the risk register with the key project changes

Correct Answer: C

Section:

QUESTION 229

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

Correct Answer: C

Section:

QUESTION 230

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

Correct Answer: B

Section:

QUESTION 231

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

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

Correct Answer: A

Section:

QUESTION 232

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

Correct Answer: A, B, D

Section:



QUESTION 233

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

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

Correct Answer: C

Section:

QUESTION 234

A sponsor decides that the business environment is unfavorable for continuation of a program. The sponsor asks that the program be closed. What items should be completed as part of the program's final report?

- A. Lessons learned, successes and failures, and financial and performance assessments
- B. Final updates to the benefits register, successes and failures, and resource disposition
- C. Financial and performance assessments, successes and failures, and reason(s) for program closure
- D. Knowledge transition, successes and failures, and reason(s) for program closure

Correct Answer: A

Section:

QUESTION 235

A regional finance program is impacted by a new currency regulation issued by a country in the region. The new regulation requires changes to the financial statements of that country's branches by the end of the fiscal year. Failing to comply with the regulation may result in fines and/or closure of the branches. A branch general manager immediately meets with the program manager to select and secure a local fiscal expert to support the regulation, as these types of resources are in high demand. There is a high risk that the changes will not be completed on time if the resource is not secured. What should the program manager do to address the risk?

- A. Build a coalition with local companies that can influence the government to renegotiate the imposed deadline.
- B. Create fine and closure scenarios to assess the impact on the program and create a contingency plan.
- C. Generate a delivery incentive contract with the selected fiscal expert to ensure on-time delivery of the revised financial statements.
- D. Assess the risk, incorporate it in the program's risk management plan, and meet with the steering committee.

Correct Answer: B

Section:

QUESTION 236

The program manager wants to ensure that a program contributes to shareholder value. The program manager should verify alignment with which of the following?

- A. Program charter
- B. Organizational structures and policies
- C. Organizational strategic objectives
- D. Program governance plan



Correct Answer: C

Section:

QUESTION 237

Stakeholders make ad-hoc requests on a routine basis. This causes duplication of reporting and communication gaps that affect the program's performance. To resolve this situation, which of the following must go through critical review and change?

- A. Program Benefits Management domain
- B. Stakeholder communications requirements
- C. Program communications report
- D. Program communications management plan

Correct Answer: D

Section:

