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Sections
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Exam A

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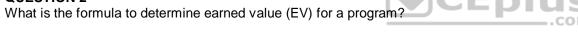
A. Change requests

B. Earned value management results

C. Stakeholder analysis plan

D. Performance reports

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 2
What is the formula to determine earned value (EV) for a program?

A. Percent complete times percent remaining in the program

B. Percent completes time the program cost estimate

C. Percent complete times the program budget at completion

D. Percent complete times the program cost of labor and materials

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 3
Olive is the program manager for her organization. She has created a request for proposal for a large portion of her program. In this work to be procured she has set several requirements for the vendors to participate. The chief among these requirements is a vendor must have at least four licensed electricians in his team. This requirement for four licensed electricians is an example of which one of the following terms?

A. Screening system
B. Scoring model
C. Vendor analysis requirements
D. Evaluation criteria

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 4
You are the program manager for your organization. Management has asked you to create a document that will capture the stakeholders concerns, perceived threats, and specific objectives about the program and its projects. What document is management asking you to create in this instance?

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

Correct Answer: D
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 5
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 6
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 7
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 8
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 9
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 10
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 11
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 12
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 13
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 14
Where are negative risks recorded?

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

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 15
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 16
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 17
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 18
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 19
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 20
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 21
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: Volume A

Explanation

Explanation/Reference:
Section: Volume A

QUESTION 22
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 23
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 24
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 25
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 26
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 27
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 28
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

Explanation/Reference:
Section: Volume A

QUESTION 29
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 30
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 31

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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 32
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 33
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 34

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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 35

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: Volume A

Explanation

Explanation/Reference:
Section: Volume A

QUESTION 36
You are the program manager for your organization. Management is considering a new program but they are worried about the program risks that may affect the program success. You know that there are three positive risks responses and three negative risk responses that each risk can have. Management asks you which risk response would be most appropriate for a large risk event if they wanted to hire a third-party to own the risk event for the program. What risk event is most appropriate?

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

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 37
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 38
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 39
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 40
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 41
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 42
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 43
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 44
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 45
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 46
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 47
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 48
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 49
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 50
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 51
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 52
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 53
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 54
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 55
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 56
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: Volume A

Explanation

Explanation/Reference:
Section: Volume A

QUESTION 57
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 58
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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 59

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: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 60
You are the program manager of the HNG Program. This program has a budget at completion of $2,345,900 and is expected to last two years. The program is currently 30 percent complete and you have spent $789,000. The program is supposed to be 35 percent complete but do to some delays you're slightly behind schedule. Based on this information, how many pennies is the program losing per dollar invested in the program work?

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

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 61
You are the program manager for your organization. You have created a program that will create things for the organization throughout the program not only at program closure. All of the following are elements that you may transfer to the organization throughout the program's life cycle except for which one?

A. Benefits
B. Risk management outcomes
C. Program personnel

D. Outputs from team development

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 62
You are the program manager for your organization and are planning the program. One of the plans you need to create will define how you'll transfer the benefits of the program to the operations of your organization. Which program management plan defines this process?

A. Operational transfer plan
B. Program transition plan
C. Benefits transfer plan
D. Program closure plan

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 63
A program has a BAC of $1,750,000 and is expected to last two years. The program is currently at the third milestone which represents 35 percent of the program work. As it happens, this program has already spent $620,000 of the budget.
Management is concerned that the program may also be slipping on schedule because the program should be forty percent complete by this time. Based on this information which type of performing is present in this scenario?

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

Correct Answer: C
Section: Volume A

Explanation

Explanation/Reference:
Section: Volume A

QUESTION 64
You are the program manager for your organization. Your current program is to create a new recreational facility in your city. Franklin, the Chief Executive Officer, is concerned about meeting all of the financial and schedule requirements of the proposed program. Martina, the mayor of your town, wants to make certain the program meets all safety requirements and building codes. Your supervisor, Mary Ann, is the Program Director, and she is concerned about the start date of your program. Another stakeholder, Hal, is worried that your resources may be spread thin on the program as some of the resources are on multiple projects in your program. To whom will you report to in this program?

A. Franklin

B. Martina

C. Hal

D. Mary Ann

Correct Answer: D
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 65
What should a program manager do when a scope change has been approved that will drastically affect the program costs assuming that the costs will be added to the program budget?
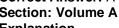
A. Adjust the cost baseline

B. Communicate cost of the change to all stakeholders

C. Adjust the quality baseline

D. Communicate the change to all stakeholders

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 66
Part of your job as the program manager is to coach the project managers on their duties and goals. One of the project managers, Holly, is having trouble discerning the difference between quality assurance and quality control. She understands that she needs both to help you reach the program goals. Which statement best describes quality assurance for a project within your program?

A. Quality assurance is an inspection-driven process to keep mistakes out of the project.
B. Quality assurance is a prevention-driven process to keep mistakes out of the project.
C. Quality assurance defines quality and sets goals for the project team.
D. Quality assurance is an organization-wide process to do the work according the organizational goals and metrics.

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 67
When a change enters your program requirements you must update all of the following documents except for which one?

A. Program work breakdown structure
B. Program activity list
C. Program charter
D. Program scope

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 68
You are the program manager for your organization that utilizes vendors from several different organizations. A vendor has submitted an invoice for the work they have completed in your program. You have reviewed the work results and agree with the vendor that their contractual obligation is complete. What should you do next in regard to the vendor's invoice?

A. Approve the payment request

B. Finalize the performance report

C. Examine the contract

D. Complete a financial audit of the work

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 69
You are the program manager for your organization. Your program has a budget of $750,000 and is expected to last one year. The program is currently 30 percent complete and has spent $245,000. The program is supposed to be 40
percent at this time. What is the schedule performance index (SPI) for this program?

A. Negative ten percent

B. .75

C. $300,000

D. $225,000

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 70
You are the program manager for your organization and you are preparing to launch several constituent projects within your program. You need to ensure that each project manager is authorized to utilize the appropriate project and program resources in order to complete the project requirements. What document do you need to create for each constituent project in your program to ensure that each project manager can use the appropriate resources?

A. Project charter

B. Project scope statement

C. Project resource requirements document

D. Roles and responsibilities chart

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 71
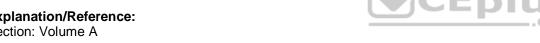An organization supports both programs and projects for various industries. What is a portfolio?

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

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 72
Joan is the program manager for her organization. Management has asked her to create a centralized reporting system to capture information on program work, risks, changes, benefits management, and other aspects of the program. What solution can Joan implement to capture, communicate, and record the information management wants?

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

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 73
You are the program manager for your organization. Your current program, which has just started, has eight projects and many of the projects share resources such as equipment and people. Management has asked that you identify when the project resources will be utilized on each project within your program. They are worried some resources may be idle or overscheduled. What approach can you use to consider the availability of resources when the project managers begin sequencing their project activities?

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

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 74
You are the program manager for your organization and you're trying to determine if you buy or build a software solution for your organization. If you build the solution it'll cost you $75,000 to create and it'll cost you $12,000 per month to support. If you hire a vendor they can build the solution for $63,000 but their solution will cost you $15,500 per month to support. How many months would you have to use your in-house solution to equate to the cost of the vendor's solution?

A. Approximately 6 months
B. You'll never be able to equate to the cost of the vendor's solution.
C. Approximately 3.5 months
D. Approximately 10 months

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 75
Robert is the program manager of the NHQ Program. His team has never worked with one another before this program and he is worried about their abilities to

become a team in very short order. He would like to create a team development exercise to facilitate this process. Robert will need all of the following information except for which one to facilitate team development?

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

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 76
What document asks the seller to provide your project with a detailed description of a project solution along with a price to complete the project work?

A. Proposal
B. RFP
C. Bid
D. Quote

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 77
Martha is sharing her experience of her last project as the project manager. She tells that when she presented customer a formal acceptance and sign-off document, they refused to sign, claiming that the product does not meet their expectation. Taking which of the following steps could have been prevented the situation? Each correct answer represents a complete solution. Choose all that apply.

A. Performing quality inspections regularly
B. Archiving sign-off at important milestones
C. Documenting the requirements

D. Completing the project behind the schedule

Correct Answer: ABC
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 78
You are the program manager for your organization and are working on gathering the requirements for a new solution and mission statement. There are several instances in the stakeholder pool where the stakeholders and their manager are being queried on possible requirements. You worry that the subordinates may have requirements, ideas, and suggestions to offer but they may be not submitting their thoughts because they do not want to contradict their managers. You believe you need a method to gather all requirements without the stakeholders having any fear of retribution. Which one of the following allows you to anonymously gather iterations requirements and still allow all stakeholders to review what has been submitted in an attempt to find consensus?

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

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 79
An organization is considering a new program. The program has a cost of $1,950,000 and will last for three years. What is the minimum future value this organization should expect to receive from this program if it is initiated and the rate of return is six percent?

A. $2,322,481
B. $1,950,000
C. $2,067,000
D. $1,950,001

Correct Answer: A

QUESTION 80
You are the program manager for your organization and you're dealing with several issues about the materials used in the program. Right now, the issues have been assigned to issue owners for resolution in ten days. In the interim, what should you do with the issues?

A. Nothing - the issue owners will manage all concerns with the issues.

B. Record the issues in the issue register.

C. Communicate the issue status with the program sponsor.

D. Document the issues in the risk register.

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 81
Two project managers in your program, Marcy and Mary, are not agreeing with the scheduling of project resources and they have asked for your help to determine the resolution. They are refusing to speak with each other and each is telling you that the other person is scheduling project resources for the project that are already scheduled to complete the work. In the communication model, what component represents the disagreement of these two project managers and their refusal to speak with each other about a resolution?

A. Conflict

B. Noise

C. Barrier

D. Ad hoc

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 82
Which of the following is responsible to sign off on the closure documents of a project?

A. Project team members
B. Project Manager
C. End user
D. Sponsor

Correct Answer: D
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 83
You are the program manager of the NHQ Program for your organization. Your program has 14 constituent projects that are all creating benefits and deliverables for your program. You have recently terminated the GHW Project in your program because you've made trade-offs with other program projects and the deliverables of the GHW Project are no longer affordable. What project management activity should happen in the GHW Project?

A. Quality audit
B. Scope verification
C. Scope control
D. Financial audit

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 84
Which of the following documents sets the project objectives?

A. Project charter
B. Project schedule

C. Project scope statement

D. Project organization chart

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 85
Who prepares the statement of work (SOW) for external projects?

A. Customer

B. Project management team

C. Project Manager

D. Chief Financial Officer (CFO)

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 86
You are the program manager for your organization. Your current program, which has just been initiated, needs to launch several projects in order to create all of the benefits of the program. What document do you need to create in order to initiate the projects within your program?

A. Project charter

B. Program charter

C. Program scope statement

D. Project preliminary scope statement

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 87
You are the program manager for your organization. You're currently creating an accountability matrix starting with yourself, the program manager and the program sponsor. What program management process identifies the program sponsor?

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

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 88
You are the program manager for your organization. Management has asked you to create a method to track the program stakeholders' concerns, threats, and demands for communication. They would like you to map out each stakeholder or stakeholder group and identify trends within the chart to help your program communicate better. What type of a chart should you create for management?

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

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 89
You are the program manager for your organization. Your program is about to being initiated and management is asking you for a document that will define all of the required resources, skills, and competencies you'll need in your program. What document defines the skills and competencies for a program?

A. Staffing management plan

B. Staffing pool description

C. Program resources requirements plan

D. Human resources management plan

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 90
You are the project manager for your organization. Your project team has finished the second phase of a seven-phase project. At the end of each phase, management must review the work your project team has completed and determine if the project should be allowed to continue. What name describes this type of end-of-phase review management is completing on your project?

A. Quality control

B. Kill point

C. Phase review

D. Audit

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 91
Your program creates a byproduct that you could sell to a client. The cost of the byproduct would offset the cost of the program by nearly $7,500 per month. This is an example of which positive risk response?

A. Sharing

B. Enhance

C. Exploiting

D. Accepting

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 92
You are the program manager for your company and management wants you to identify how you'll make decisions in the program planning processes. What program management document should serve as the baseline for all future program decisions?

A. Program budget
B. Program management plan
C. Program scope statement
D. Program requirements

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 93
What percentage of communication is nonverbal?

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

Correct Answer: A
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 94
You are the program manager of the JNH Program. Tom, a project manager in your program, has just completed his project and is ready to officially close his project. You agree that Tom's project is completed. What role do you play in Tom's project closure?

A. You must ensure that the project sponsor closes the project.
B. You must ensure that that the projects within the program have been closed at the project level.
C. You must close the project before operations closes the project.
D. You must ensure that the program management team closes the project for the project manager.

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 95
Which one of the following is NOT a component of the risk monitoring and controlling process?

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

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 96
You are the program manager for your organization. Your program has recently completed its program scope and you've transferred the benefits to the operations of your organization. Before your program is considered closed you must complete some forms and procedures as required by your organization. The requirements to complete the forms and paperwork are also known as what?

A. Program administrative closure
B. Enterprise environmental factors

C. Closing processes

D. Organizational process assets

Correct Answer: B
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 97

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

A. Program benefits management

B. Program management planning

C. Integration management

D. Communications management

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 98

You are the program manager of HYH Program for your organization. Your program is to create a new sports arena for your city within 12 months. Your program has seven projects and you've worked with all of the project managers before. Even though you've worked with the project managers before you still need to define the authority of the project managers and their projects. What document names the project manager for the project?

A. Project charter for each project

B. Program human resource management plan

C. Project scope statement

D. Program management charter

Correct Answer: A
Section: Volume A

Explanation

Explanation/Reference:
Section: Volume A

QUESTION 99
You are the program manager for your company and evaluating the sellers to determine the seller to buy from. In your analysis you've created a histogram to display the pros and cons for each seller. You've created five categories of interest and assigned values to each category for each vendor. Your five categories are:
▪ Cost
▪ Schedule
▪ Experience
▪ Certification
▪ Warranty
Each category has a different point value and the vendor that receives the maximum points in total will win the contract. What type of seller evaluation are you performing?

A. Monte Carlo simulation

B. Expert judgment

C. Weighted scoring model

D. Benchmarking

Correct Answer: C
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A

QUESTION 100
Kelly's program is slipping on its schedule. Management is worried that the program will be late and this will cost the organization several thousand dollars in fines and penalties. They've asked Kelly to use a schedule duration compression technique that will help the program finish on time. The technique that Kelly can use, however, should not add costs to the program. What duration compression technique should Kelly use in this instance?

A. Crash the program

B. Add lead time to the program

C. Trim the program scope

D. Fast track the program

Correct Answer: D
Section: Volume A
Explanation

Explanation/Reference:
Section: Volume A