

PgMP.158q

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PgMP

Program Management Professional (PgMP)

Sections

1. Volume A

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- 2. Volume B
- 3. Volume C

Exam A

QUESTION 1

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

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

Correct Answer: D

Section: Volume A

Explanation

Explanation/Reference:

QUESTION 2

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?



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- A. Parkinson's Law

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

Correct Answer: A

Section: Volume A

Explanation

Explanation/Reference:

QUESTION 3

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:

QUESTION 4

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:

QUESTION 5

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:

QUESTION 6

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:

QUESTION 7

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:

QUESTION 8

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:

QUESTION 9

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:

QUESTION 10

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:

QUESTION 11

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:****QUESTION 12**

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:****QUESTION 13**

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:****QUESTION 14**

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:

QUESTION 15

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:

QUESTION 16

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:

QUESTION 17

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?



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

Correct Answer: A

Section: Volume A

Explanation

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Explanation/Reference:

QUESTION 18

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:

QUESTION 19

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:

QUESTION 20

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:

QUESTION 21

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:

QUESTION 22

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:

QUESTION 23

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:

QUESTION 24

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:

QUESTION 25

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:

QUESTION 26

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. PositiveD. Passive

Correct Answer: B

Section: Volume A

Explanation

Explanation/Reference:

QUESTION 27

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:

QUESTION 28

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:

QUESTION 29

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:

QUESTION 30

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 due 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:

QUESTION 31

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:

QUESTION 32

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:

QUESTION 33

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:

QUESTION 34

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:

QUESTION 35

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:

QUESTION 36

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:

QUESTION 37

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:

QUESTION 38

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:

QUESTION 39

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 to the organizational goals and metrics.

Correct Answer: B

Section: Volume A

Explanation

Explanation/Reference:

QUESTION 40

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:

QUESTION 41

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:

QUESTION 42

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:

QUESTION 43

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:

QUESTION 44

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:

QUESTION 45

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

- A. Delphi Technique

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

Correct Answer: A
Section: Volume A

Explanation

Explanation/Reference:

QUESTION 46

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
Section: Volume A

Explanation

Explanation/Reference:

QUESTION 47

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:

QUESTION 48

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:

QUESTION 49

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:

QUESTION 50

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:

QUESTION 51

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:

QUESTION 52

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



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- A. Customer
- B. Project management team
- C. Project Manager
- D. Chief Financial Officer (CFO)

Correct Answer: A

Section: Volume A

Explanation

Explanation/Reference:

QUESTION 53

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

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Explanation/Reference:

QUESTION 54

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:

QUESTION 55

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:

QUESTION 56

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:

QUESTION 57

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:

QUESTION 58

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:

QUESTION 59

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:

QUESTION 60

A risk response in a project in your program has actually caused new risks. What term is assigned to the new risks that a risk response has created?

- A. Reactionary risks

- B. Chain risks
- C. Secondary risks
- D. In flux risks

Correct Answer: C
Section: Volume B
Explanation

Explanation/Reference:

QUESTION 61

You are the program manager for your organization. You have proposed a program that will cost \$750,000 and will last for four years. Management is concerned with the cost of the program in relation to the return your program will bring. If the rate of return is six percent what is the minimum value your project should return in four years based on the investment of the program?

- A. \$750,000
- B. \$795,000
- C. \$750,001
- D. \$946,857

Correct Answer: D
Section: Volume B
Explanation

Explanation/Reference:

QUESTION 62

You are the project manager for the JJY Project, which is similar to the HHG Project you managed last quarter. You would like to model the current project scope on the previous project to save time and effort. This is an example of what kind of scope definition?

- A. Analogous estimating
- B. Organizational process assets
- C. Parametric scope definition
- D. Template driven

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 63

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

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

Correct Answer: B

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 64

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: Volume B

Explanation

Explanation/Reference:

QUESTION 65

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: Volume B

Explanation

Explanation/Reference:

QUESTION 66

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: Volume B

Explanation

Explanation/Reference:

QUESTION 67

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: Volume B

Explanation

Explanation/Reference:

QUESTION 68

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: Volume B

Explanation

Explanation/Reference:

QUESTION 69

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: Volume B

Explanation

Explanation/Reference:

QUESTION 70

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: Volume B

Explanation

Explanation/Reference:

QUESTION 71

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: Volume B

Explanation

Explanation/Reference:

QUESTION 72

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: Volume B

Explanation

Explanation/Reference:

QUESTION 73

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: Volume B

Explanation

Explanation/Reference:

QUESTION 74

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: Volume B

Explanation

Explanation/Reference:

QUESTION 75

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: Volume B

Explanation

Explanation/Reference:

QUESTION 76

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: Volume B

Explanation

Explanation/Reference:

QUESTION 77

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: Volume B

Explanation

Explanation/Reference:

QUESTION 78

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 due 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: Volume B

Explanation

Explanation/Reference:

QUESTION 79

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: Volume B

Explanation

Explanation/Reference:

QUESTION 80

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: Volume B

Explanation

Explanation/Reference:

QUESTION 81

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: Volume B

Explanation

Explanation/Reference:

QUESTION 82

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: Volume B

Explanation

Explanation/Reference:

QUESTION 83

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: Volume B

Explanation

Explanation/Reference:

QUESTION 84

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?



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

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 85

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

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D. Rough order of magnitude

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 86

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: Volume B

Explanation

Explanation/Reference:

QUESTION 87

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: Volume B

Explanation**Explanation/Reference:****QUESTION 88**

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: Volume B

Explanation**Explanation/Reference:****QUESTION 89**

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: Volume B

Explanation**Explanation/Reference:**

QUESTION 90

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: Volume B

Explanation

Explanation/Reference:

QUESTION 91

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: Volume B

Explanation

Explanation/Reference:

QUESTION 92

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: Volume B

Explanation

Explanation/Reference:

QUESTION 93

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: Volume B

Explanation

Explanation/Reference:

QUESTION 94

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: Volume B

Explanation

Explanation/Reference:

QUESTION 95

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: Volume B

Explanation

Explanation/Reference:

QUESTION 96

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: Volume B

Explanation

Explanation/Reference:

QUESTION 97

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: Volume B

Explanation

Explanation/Reference:

QUESTION 98

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: Volume B

Explanation

Explanation/Reference:

QUESTION 99

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: Volume B

Explanation

Explanation/Reference:

QUESTION 100

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: Volume B

Explanation

Explanation/Reference:

QUESTION 101

You are the program manager for your organization. One of the projects within your program is to install 15,000 light fixtures throughout your organization's corporate campus. The new fixtures will save on electrical costs. Which one of the following choices is an ideal approach to quality assurance and the installation of the light fixtures for this project team?

- A. The cost and time of each installation should go down because of the learning curve.
- B. The project manager should work with the project team to understand how each fixture is to be installed.
- C. The project team members should develop their own system for installation of the fixtures.
- D. Use a checklist for the installation because it is repeatable work.

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 102

Gary is program manager for his organization. His current program is over budget and is slipping on the program schedule. Management has demanded a change to the program scope. What is the most likely type of change management would make to this program scope?

- A. A change to add additional funds to the program scope
- B. A change to reduce the program scope
- C. Anything that management demands
- D. A change to add additional time to the program schedule

Correct Answer: B

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 103

Mary has just completed a large program for her organization. What should Mary now do with the program records that she has created throughout the program?

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

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 104

You are hosting a meeting with all of the vendors that have received a copy of your statement of work. In this meeting, you'll be discussing the statement of work, clarifying the details, and answering any questions the vendors may have about the project. What is this meeting called?

- A. Sales meeting
- B. Select sellers process

- C. Bidder conference
- D. Negotiations

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 105

Your program will create new software and install new hardware for your organization. Some of the goals of the program is to improve employee morale, improve customer service, and boost customer satisfaction. These intangible goals need metrics. What program stakeholder is responsible for quantifying these goals?

- A. Program customer
- B. Program director
- C. Program manager
- D. Business analyst

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 106

Hans is the program manager for his organization. His current project has seven constituent projects that each will create deliverables for the organization. Who is responsible for the project deliverables in this scenario?

- A. Project managers
- B. Hans
- C. Program director
- D. Hans and each project manager

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 107

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

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

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 108

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

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

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 109

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

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

Correct Answer: B

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 110

You are the program manager for your organization. As your program is being initiated there is some initial concern from the management about the utilization of resources in your program and the need for resources in their day-to-day roles in operations. Management has set a limit on your program that resources may only work 20 hours per week on the program. What is this limit of resource hours in a time period known as?

- A. Resource leveling heuristic
- B. Resource requirements
- C. Program risk
- D. Resource utilization

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 111

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

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

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 112

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

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

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 113

Management is trying to determine which program to initiate. Each of the potential programs has the possibility of creating an income for each it is in existence. Management would like to consider the present value for each year a program creates a return on investment. What program selection method is management using in this instance?

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

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 114

You are the program manager for your program and are creating a communications management plan. Management wants you to address the type of communications based on the number of communication channels you'll have within the program. Currently there are 345 stakeholders in your program but next week you'll have 387 stakeholders. How many more communication channels will you have next week in your program?

- A. 59,340
- B. 15,351
- C. 861
- D. 74,691

Correct Answer: B

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 115

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

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

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 116

Which one of the following is the best definition of program quality?

- A. Satisfying the program scope, conforming to requirements, and ensuring a fitness for use.
- B. Working with the program team, project managers, and the project team members to ensure that the work is done accurately and correctly the first time.
- C. Creating the program scope statement exactly as the stakeholders have requested.
- D. Balancing the time, cost, and scope objectives of the project.

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 117

Which one of the following is not an output of the direct and manage program execution process?

- A. Results of program work
- B. Program budget
- C. Change requests
- D. Request to terminate the program

Correct Answer: B

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 118

Paula is program manager for her organization. It has come to her attention that several of the projects within her program have stalled which has now caused her project to be delayed. Paula is required by her organization to create a certain type of report when there are variances in the program dealing with time and cost. What type of report is Paula likely to create in this instance?

- A. Earned Value Management report on the schedule performance index
- B. Exceptions report

- C. Status report
- D. Quality Control Report

Correct Answer: B

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 119

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

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

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 120

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: Volume B

Explanation

Explanation/Reference:

QUESTION 121

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: Volume B

Explanation

Explanation/Reference:

QUESTION 122

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: Volume B

Explanation

Explanation/Reference:

QUESTION 123

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.

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 124

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: ABC

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 125

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: Volume C

Explanation

Explanation/Reference:

QUESTION 126

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: Volume C

Explanation

Explanation/Reference:

QUESTION 127

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: Volume C

Explanation

Explanation/Reference:

QUESTION 128

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?



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

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 129

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

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

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 130

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: Volume C

Explanation

Explanation/Reference:

QUESTION 131

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: Volume C

Explanation

Explanation/Reference:

QUESTION 132

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: Volume C
Explanation

Explanation/Reference:

QUESTION 133

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: ABD
Section: Volume C
Explanation

Explanation/Reference:

QUESTION 134

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: Volume C

Explanation

Explanation/Reference:

QUESTION 135

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: Volume C

Explanation

Explanation/Reference:

QUESTION 136

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: Volume C

Explanation

Explanation/Reference:

QUESTION 137

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: Volume C

Explanation

Explanation/Reference:

QUESTION 138

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: Volume C

Explanation

Explanation/Reference:

QUESTION 139

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

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

Correct Answer: ACD

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 140

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: Volume C

Explanation

Explanation/Reference:

QUESTION 141

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: Volume C

Explanation

Explanation/Reference:

QUESTION 142

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: Volume C

Explanation

Explanation/Reference:

QUESTION 143

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: Volume C
Explanation

Explanation/Reference:

QUESTION 144

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: Volume C
Explanation

Explanation/Reference:

QUESTION 145

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: Volume C

Explanation

Explanation/Reference:

QUESTION 146

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: Volume C

Explanation

Explanation/Reference:

QUESTION 147

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: Volume C

Explanation

Explanation/Reference:

QUESTION 148

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

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

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 149

Who owns the program?

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

Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 150

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

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

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

Correct Answer: A
Section: Volume C
Explanation

Explanation/Reference:

QUESTION 151

Which of the following documents describes the details for each component in the WBS?

- A. WBS detail
- B. Risk register
- C. WBS dictionary
- D. Project charter

Correct Answer: C
Section: Volume C
Explanation

Explanation/Reference:

QUESTION 152

Which of the following risk response planning techniques is associated with threats and seeks to reduce the probability of occurrence, or impact of risk below an acceptable threshold?

- A. Risk avoidance
- B. Risk transference
- C. Risk mitigation
- D. Risk acceptance

Correct Answer: C
Section: Volume C
Explanation

Explanation/Reference:

QUESTION 153

On which of the following documents you work throughout the risk management processes?

- A. Risk management plan
- B. Project management plan
- C. Risk register
- D. Project charter

Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 154

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

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

Correct Answer: A

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 155

What does RACI stand for?

- A. Responsible, Account, Confirm, Inform
- B. Responsible, Accountable, Consult, Inform
- C. Roles, Accountable, Confirm, Inform

D. Roles, Action, Consult, Inform

Correct Answer: B

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 156

The ____ quality assurance technique ensures continuous improvement of all processes.

- A. Just-in-time management
- B. Ishikawa
- C. Six Sigma
- D. Kaizen

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 157

Which of the following represents the duration of activities against a calendar?

- A. Pie chart
- B. Scatter chart
- C. Gantt chart
- D. Pareto chart

Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 158

What does CPI value less than 1.0 indicates?

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

Correct Answer: A

Section: Volume C

Explanation

Explanation/Reference:



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