

PgMP

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PgMP



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Sections

1. Volume A
2. Volume B
3. Volume C
4. Volume D

Exam A

QUESTION 1

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



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- 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:



QUESTION 2

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

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Explanation/Reference:

QUESTION 3

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:



QUESTION 4

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

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

Correct Answer: A

Section: Volume A

Explanation

Explanation/Reference:

QUESTION 5

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:

QUESTION 6

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:

QUESTION 7

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:

QUESTION 8

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:

QUESTION 9

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:

QUESTION 10

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 11

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 12

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 13

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 14

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 15

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

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

Correct Answer: D

Section: Volume A

Explanation

Explanation/Reference:

QUESTION 16

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:

QUESTION 17

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:

QUESTION 18

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:

QUESTION 19

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 20

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



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Program scope statement

Correct Answer: C

Section: Volume A

Explanation

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Explanation/Reference:

QUESTION 21

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 22

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 23

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 24

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 25

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 26

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:

QUESTION 27

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 28

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 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

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 39

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:

QUESTION 40

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:

QUESTION 41

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:

QUESTION 42

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:



QUESTION 43

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 44

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 45

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 46

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 47

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 48

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:

QUESTION 49

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 50

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 51

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:



QUESTION 52

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 53

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

- A. Staffing management plan
- B. Staffing pool description
- C. Program resources requirements plan
- D. Human resources management plan

Correct Answer: A

Section: Volume A

Explanation

Explanation/Reference:

QUESTION 54

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:

QUESTION 55

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:

QUESTION 56

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:

QUESTION 57

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:

QUESTION 58

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:

QUESTION 59

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 60

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 61

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 62

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 63

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 64

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 65

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 66

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 67

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 68

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 69

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 70

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 71

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 72

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

- A. Operational transfer alliance plan
- B. Program milestone list
- C. Program transition agreement



<https://vceplus.com/> D.

Program scope statement

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 73

<https://vceplus.com/>

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

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

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 74

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

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

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 75

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

- A. Program governance
- B. Project management assets

- C. Enterprise environmental factors
- D. Organizational process assets

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 76

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 77

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

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

Correct Answer: B
Section: Volume B

Explanation

Explanation/Reference:

QUESTION 78

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 79

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 80

You are the program manager of the GHY Program. Your program team has identified a risk dealing with the materials you will be using in the program. It is possible that if the materials are not installed properly they will cause serious damage in future phases of the program. Your team has recommended additional training and a consultant to help the team members install the material accurately to reduce the likelihood of the risk event. You agree and the team executes the risk response. What type of risk response have you implemented in this situation?

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

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:



QUESTION 81

You are the program manager for the HNY Corporation and you complete programs for other companies in your role. You have just been assigned a new program that is very similar to a recently completed program you did for your company. Management has asked you to create a cost estimate for the program so you base your current cost estimate on the recently finished program. What type of estimating technique have you used in this instance?

- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Rough order of magnitude

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 82

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 83

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 84

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 85

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 86

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 87

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 88

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

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

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 89

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

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

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 90

You are the program manager of the NQA Program. In this program you're planning which contract types you'll allow into the program and which ones you will not. One contract type you won't accept is the cost plus percentage of cost contract. Which of the following is a valid reason you would not allow this contract type into your program?

- A. The contract type requires the vendor to provide a fee for the time invested and the materials used.
- B. The contract type allows the vendor to change the price of the work he's completed.
- C. The contract type allows is the most dangerous for the buyer.
- D. The contract type requires the vendor to provide a fixed price for the work.

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 91

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

- A. A program is a collection of projects that work together to create one deliverable for the organization

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

Correct Answer: B

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 92

Molly is the program manager for her organization and she is creating a program plan that defines the benefits of the program and how her program and team will create the benefits for the organization. What plan is Molly creating in this scenario?

- A. Quality management plan
- B. Business case
- C. Program management plan
- D. Benefits management plan



Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 93

Which of the following is NOT true regarding the program work breakdown structure (WBS)?

- A. It defines a program and groups the program's discrete work elements in a way that helps organize and define the total work scope of the program.
- B. It subdivides the program deliverables to work packages that are linked to the activities within the program.
- C. It defines all the work and only the required work for the program.
- D. It subdivides the program deliverables to work packages that are linked to the activities within the program.

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 94

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 95

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 96

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 97

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 98

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 99

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 100

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 101

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 102

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 103

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 104

What is a stakeholder analysis chart?

- A. It is a matrix that identifies who must communicate with whom.
- B. It is a matrix that documents the stakeholders' requirements, when the requirements were created, and when the fulfillment of the requirements took place.
- C. It is a matrix that documents stakeholders' threats, perceived threats, and communication needs.
- D. It is a matrix that identifies all of the stakeholders and to whom they must report to.

Correct Answer: C

Section: Volume B

Explanation

Explanation/Reference:



QUESTION 105

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

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

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 106

You have identified several issues in your program and have assigned issue owners. What component of program management oversees issue resolution?

- A. Program governance
- B. Program risk management
- C. Quality assurance
- D. Issue owner management

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 107

You are the program manager for your organization and are coaching your project managers on the program's schedule. Alice wants to know what the schedule control process creates. All of the following are outputs of the schedule control process except for which one?

- A. Stakeholder communication information
- B. Schedule variances
- C. Program schedule updates
- D. Change requests

Correct Answer: B

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 108

You are the program manager for your organization and are working with your program team to create the program scope. Based on the program requirements you have identified the major deliverables of each phase in your program scope. Management has requested that you plan for cost estimating to happen at each

phase of the program before continuing the work. Management may elect to cancel the program at the end of each phase based on past performance of the program. What are the reviews of management called at each phase?

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

Correct Answer: D

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 109

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

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

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

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 110

Wan is the program manager for his organization. He has been hearing reports that some

project team members are complaining about the number of hours they're required to work on the program's projects and that some scheduling of team assignments are conflicting with their regular operational duties. You investigate the problem and agree that many team members are being assigned too much work within a

given time period. You decide to enforce resource leveling heuristics to thirty hours of project work per week maximum. What will likely happen to the program and projects?

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

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 111

Ben is the program manager for his organization. He's working with program team to determine what activities need to be completed in order to move the program into execution. He and the team are subdividing the program scope into smaller, manageable components to determine the activity list. What is Ben and his program team creating by subdividing the program scope in this scenario?

- A. Work breakdown structure
- B. Program network diagram
- C. Program scope baseline
- D. Activity list

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 112

You are the program manager for the JQN Program in your organization. There have been some delays in your schedule and you're about to perform some schedule control activities. Which one of the following will not help you as you perform schedule control?

- A. Change requests
- B. Performance reports

- C. Forecasts
- D. Earned value management

Correct Answer: A

Section: Volume B

Explanation

Explanation/Reference:

QUESTION 113

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 114

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 115**

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 116**

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 117**

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 118

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 119

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 120

You are the program manager for your organization and are working with your team to identify stakeholders in the program. Where should the identified stakeholders and their information be recorded?

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

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 121

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 122**

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 123**

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

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

Correct Answer: C

Section: Volume C

Explanation**Explanation/Reference:****QUESTION 124**

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

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

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

Correct Answer: A

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 125

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

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

Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 126

A project manager in your program is using progress elaboration as part of their planning approach. This approach is also known as what planning methodology?

- A. Waterfall management

- B. Rolling wave planning
- C. Scope refinements
- D. Incremental planning

Correct Answer: B
Section: Volume C

Explanation

Explanation/Reference:

QUESTION 127

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

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

Correct Answer: A
Section: Volume C

Explanation

Explanation/Reference:

QUESTION 128

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

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

Correct Answer: C
Section: Volume C

Explanation



Explanation/Reference:

QUESTION 129

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

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

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 130

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



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Correct Answer: D

Section: Volume C

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Explanation

Explanation/Reference:

QUESTION 131

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 132

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 133

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 134

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 135

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 136

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

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

Correct Answer: B
Section: Volume C
Explanation



Explanation/Reference:

QUESTION 137

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 138

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 139

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 140

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

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

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 141

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

- A. -\$34,200
- B. -\$57,000
- C. -9,500
- D. You will need to know the utility function of the organization to determine this.

Correct Answer: A

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 142

You are the project manager for the GGG Project and are about to close the project kick off meeting. All of the project team members and the key stakeholders are in attendance. What final item should you talk about before closing the meeting?

- A. Discuss the importance of the project scope.
- B. Thank everyone for attending.
- C. Discuss the action items and the importance of the items being completed as planned.
- D. Remind everyone that you're the project manager if they have QUESTION NOs.

Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 143

You have completed a project for a client at his facility. The project has lasted for 18 months and you have generated many reports, plans, change request forms, and other documents about the project work. What should you do with the project documentation?

- A. Give it to the client for his information.
- B. Destroy it, as this information is relevant to the client.
- C. Archive it as part of your organization's process assets.
- D. Leave it as is for the client to destroy or archive.

Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:



QUESTION 144

During the selection of source process, you assign certain points towards various categories to judge the vendors. Which type of source selection process is it?

- A. Benefit-cost analysis
- B. Screening system
- C. Weighting system
- D. Preferred vendor list

Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 145

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 146

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 147

Which of the following plans should a project manager implement if a selected risk strategy fails to be fully effective?

- A. Fallback plan
- B. Risk response plan
- C. Mitigation management plan
- D. Mitigation plan

Correct Answer: A

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 148

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 149

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 150

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

"It is a type of procurement document used to request proposals from prospective sellers of products or services."

- A. Request for information
- B. Request for quote
- C. Request for proposal
- D. Request for bid

Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 151

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 152

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:

QUESTION 153

When is the lessons learned document updated?

- A. At closing phase
- B. At planning phase
- C. Throughout the project lifecycle
- D. At execution phase

Correct Answer: C
Section: Volume C

Explanation

Explanation/Reference:



QUESTION 154

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

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

Correct Answer: B
Section: Volume C
Explanation

Explanation/Reference:

QUESTION 155

Which of the following can be used to help you or other project managers on future projects?

- A. Sponsor
- B. Charter
- C. Stakeholder
- D. Documentation

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 156

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

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



Correct Answer: C

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 157

Which of the following shows the ratio between a task's budgeted and actual costs?

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

Correct Answer: D

Section: Volume C

Explanation

Explanation/Reference:

QUESTION 158

Which of the following increases when one fast tracks the project?

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

Correct Answer: B

Section: Volume C

Explanation

Explanation/Reference:



QUESTION 159

Which of the following terms is used for a schedule compression technique where two activities that were previously scheduled to start sequentially start at the same time?

- A. Fast tracking
- B. Compressing
- C. Float
- D. Crashing

Correct Answer: A

Section: Volume D

Explanation

Explanation/Reference:

QUESTION 160

Which of the following risk identification techniques is described in the statement below?

"It is used to gather information where participants don't know each other nor do they have to be present at the same location."

- A. Brainstorming
- B. Delphi
- C. SWOT analysis
- D. Assumptions analysis

Correct Answer: B

Section: Volume D

Explanation

Explanation/Reference:



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