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NEW QUESTION: 1

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 2

All of the following are resources that need to be monitored and controlled except for which one?

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

Answer: ([SHOW ANSWER](#))

Section: Volume B

Explanation

NEW QUESTION: 3

A company implements a transformational business strategy and a program to change its IT infrastructure and service delivery model. While leading a program team from cross-

cultural backgrounds and geographies, the program manager notices a varying level of delivery excellence, which they attribute to cultural differences and behavioral tendencies. To achieve commitment to program goals, what should the program manager do to improve the team's level of engagement?

- A.** Email all team members mandating that, to deliver program objectives, they must focus on their roles and responsibilities.
- B.** Organize social events to support the communications enrichment plan, bond the teams, and motivate team members.
- C.** Delegate the task of managing team behavior, attitudes, and commitment to team member managers, and ask the managers for regular progress reports.
- D.** Establish a formal mentoring, coaching, and support program to address cultural differences that will enable the team to work collaboratively.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 4

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 requests
- B.** Approved change requests
- C.** Program management plan
- D.** Change request log

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 5

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

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 6

Which of the following documents contain a list of all problems, unfavorable events, or situations that occurred so far in the program?

- A. Program scope statement
- B. Program issue register
- C. Program charter
- D. Program risk register

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 7

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

What should the program manager do next?

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

Answer: B ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 8

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

Answer: ([SHOW ANSWER](#))

Section: Volume B

NEW QUESTION: 9

A project will be using a vendor to purchase infrastructure equipment for a national network upgrade venture for the U.S. Government. The government has requested a proposal from prospective sellers of the equipment. What type of document is being provided to the sellers?

- A. Request for quote (RFQ).
- B. Request for proposals (RFP).
- C. Invitation for bid (IFB).
- D. Request for information (RFI).

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 10

To meet growth expectations and its board's mandate, an organization drafts a new business strategy to meet future challenges and put the business on track. Key to the new strategy is upgrading the IT infrastructure and strategic direction by transitioning from an on-premise to a cloud-based computing platform that will optimize costs and offer scalability, performance, and high availability.

To appropriately plan for program success, what should the program manager do to engage stakeholders?

- A.** Capture stakeholder issues and concerns in the issue log to help the program team understand stakeholder feedback and manage them to closure.
- B.** Identify and clearly outline stakeholders' key requirements and expected benefits to create a framework that addresses ongoing program activities and stakeholder needs.
- C.** Outline how stakeholders will be engaged using the stakeholder register and stakeholder map.
- D.** Understand the organizational culture and politics, the overall program impact, and program-related stakeholder concerns.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 11

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

Answer: ([SHOW ANSWER](#)**)**

Section: Volume A

NEW QUESTION: 12

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 quality baseline
- B.** Adjust the cost baseline
- C.** Communicate cost of the change to all stakeholders
- D.** Communicate the change to all stakeholders

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 13

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

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

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

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 14

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 15

You are the program manager of the NHQ Program. You will need to initiate six projects for your program.

When should project initiating happen within a program?

- A.** With program planning
- B.** Whenever the program needs to initiate projects, it may, as long as the program has not entered the closing processes of the program.
- C.** With program execution
- D.** With program initiation

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 16

A sponsor decides that the business environment is unfavorable for continuation of a program.

The sponsor asks that the program be closed.

What items should be completed as part of the program's final report?

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

Answer: D (LEAVE A REPLY)

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NEW QUESTION: 17

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 QUESTION NOs 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.** Program management plan
- B.** Request for bid documents
- C.** Statement of work
- D.** Proposals

Answer: C (LEAVE A REPLY)

NEW QUESTION: 18

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

Answer: A ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 19

A program manager is identifying and verifying risks as outlined in the risk management plan.

The results will be recorded in which of the following?

- A. Risk response planning
- B. Risk mitigation strategy
- C. Risk monitoring and control
- D. Risk register

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 20

You are working with Sam, a project manager on one of the projects within your program. Sam doesn't understand all of the rules and procedures that he's required to do as a project manager in your program. What are the rules and procedures called in project that Sam must abide by?

- A. Project governance
- B. Process procedures
- C. Enterprise environmental factors
- D. Program governance

Answer: C ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 21

In your program you must adhere to Six Sigma as part of your organization's enterprise environmental factors. There is terminology, reports, and measurements that you are expected to use as part of your program. Six Sigma is an example of what program management process?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 22

A request for proposal (RFP) yields a bid with a better delivery schedule and a lower cost, but originates from a vendor not on the prequalified vendor list. During the final review of the RFPs, the program manager is informed that the new bidder is a relative of the project manager.

Although the bid meets all company policies, the program manager is concerned about a conflict of interest.

What should the program manager do?

- A. Add the new vendor to the prequalified list and replace the project manager.
- B. Accept the bid from the new vendor and document the decision.
- C. Advise the sponsor of a possible conflict of interest prior to awarding the bid.
- D. Select the best bid from the prequalified vendor list.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 23

Harriet is the program manager of a large program that has a high profile and visibility in her organization.

Some of the stakeholders are negative and Harriet needs to work with these stakeholders to address their fears, perceived threats, and concerns about the program. Which communication method is considered to be the best approach for this scenario?

- A. Face-to-face
- B. Many-to-many
- C. Ad hoc conversation
- D. One-to-many

Answer: A (LEAVE A REPLY)

Section: Volume A

NEW QUESTION: 24

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.

Answer: C (LEAVE A REPLY)

Section: Volume A

NEW QUESTION: 25

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. 74,691

C. 861

D. 15,351

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 26

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

A. Gantt chart

B. Pareto chart

C. Scatter chart

D. Pie chart

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 27

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. A predetermined program budget

B. Weather

C. Building codes

D. Deadlines for project milestones

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 28

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 the program scope will be controlled

B. How changes may be allowed to enter the program scope

C. How the program scope will be created for your program

D. How quality control will be included in the scope

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 29

In the last year, all program phase gate reviews received excellent feedback and exceeded stakeholder expectations. Recently, the customer decides that there is no need to continue phase gate reviews.

What should the program manager do next?

A. Ask the stakeholders what they want and proceed with their recommendations.

B. Agree with the customer and initiate change control procedures.

- C. Continue periodic gate reviews to maintain program effectiveness for benefits realization.
- D. Replace program reviews with periodic communications of the program's status.

Answer: (SHOW ANSWER)

Section: Volume D

NEW QUESTION: 30

All of the following are reasons for outsourcing work except...

- A. Your company doesn't have excessive capacity for the work
- B. Labor rates in the foreign countries are comparable to your company's labor rate
- C. Your company isn't concerned about protecting the information associated with the work
- D. Your company doesn't possess the skills needed for the work

Answer: B (LEAVE A REPLY)

NEW QUESTION: 31

A municipal agency manages a city's water and wastewater infrastructure. Its six-year capital improvement program (CIP) is approximately US\$4 billion, and is used for such things as improving aging infrastructure, addressing regulatory requirements, and upgrading facilities. The mayor and key stakeholders are concerned because of yearly rate increases for residents. After receiving proposals from program managers for this key program, which is half of the current CIP, a program management team is hired and receives an approved business case.

What should the project manager do next?

- A. Discuss the program change and its challenges.
- B. Create a program management plan.
- C. Conduct a program performance analysis.
- D. Develop a program charter.

Answer: B (LEAVE A REPLY)

Section: Volume D

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NEW QUESTION: 32

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

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 33

The program manager defines the program objectives, requirements, and develops a high-level road map.

To ensure program alignment with the enterprise strategic plan, the program manager should work with which of the following?

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

Answer: [A \(LEAVE A REPLY\)](#)

Section: Volume D

NEW QUESTION: 34

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

Answer: [D \(LEAVE A REPLY\)](#)

Section: Volume A

NEW QUESTION: 35

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

- A. \$2,661,750
- B. \$3,532,000
- C. \$2,502,750

D. \$1,550,850

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 36

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. Vendor analysis requirements
- C. Scoring model
- D. Evaluation criteria

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 37

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. Communicate the issue status with the program sponsor.
- B. Record the issues in the issue register.
- C. Document the issues in the risk register.
- D. Nothing - the issue owners will manage all concerns with the issues.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 38

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.

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 39

The program manager leads a medical billing system integration program for company A, a health services provider. Company A acquires smaller company X, which delivers health services strategically aligned with company A.

Company X uses a different billing approach than company

- A.** Gather the costs and benefits associated with each option and recommend the appropriate solution defining why the selected approach is better.
- B.** Company A's chief information officer (CIO) seeks counsel on which solution would be the better option moving forward, requesting the program manager's assistance. How should the program manager respond to the CIO's request?
- C.** Conduct a thorough stakeholder analysis and develop a program management plan to implement the appropriate solution for both companies.
- D.** Find similar examples of the preferred approach and ask the project teams to document why the preferred approach is better
- E.** Document the resources required to implement the recommended solution and demonstrate how this solution will save the company money.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 40

You are the program manager for the SRQ Program. You have rejected several change requests for the program scope. What must you do with the rejected change requests?

- A.** Inform the stakeholders that their change requests have been rejected.
- B.** Inform the stakeholders why their change requests have been rejected.
- C.** Communicate why the change request was rejected and record the results in the lessons learned documentation for your program.
- D.** Communicate the change request status to the stakeholders and record the results of the change request in the change register.

Answer: **D** ([LEAVE A REPLY](#))

NEW QUESTION: 41

You are the program manager of the NHQ Program for your organization. Your program is nearing the completion of one of its major phases and there are several resources that should be released at this time.

What program management plan will guide you to release of the program resources and transfer the resources and benefits to operations within the organization?

- A.** Benefits management plan
- B.** Resource management plan
- C.** Transition plan
- D.** Communications management plan

Answer: **C** ([LEAVE A REPLY](#))

NEW QUESTION: 42

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. Avoidance
- C. Workaround
- D. Mitigation

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 43

Mary Anne is the program manager for her organization. In her program there are six projects. One of the projects in her program has been performing well. It is on schedule and has no cost or schedule variances.

Mary Anne has decided, however, that her program needs to be terminated. Which one of the following is a likely reason why the project should be terminated?

- A. The program scope has changed.
- B. The scope is not being met as planned due to scope creep.
- C. The project resources are not completing their project tasks as assigned.
- D. The project scope has changed from the original intent of the project

Answer: ([SHOW ANSWER](#))

Section: Volume B

NEW QUESTION: 44

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

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

Answer: C ([LEAVE A REPLY](#))

Section: Volume D

Explanation/Reference:

NEW QUESTION: 45

The Project Manager and team are planning the project. They are presently identifying things that could go differently than planned. They are also trying to identify warning signs that would show that these events could be on the verge of occurring. What is the team doing?

- A. Risk analysis
- B. Problem solving

- C. Risk Identification
- D. Conformance to quality

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 46

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

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

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

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 47

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

What should the program manager do first?

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

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 48

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. Planned Value
- B. Earned Value
- C. Budget
- D. Contingency Reserve

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 49

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 50

Where are negative risks recorded?

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 51

The number of emerging risks increases in a component project and the program manager falls behind in reviewing and approving the plans. This impacts the component project manager's ability to effectively address the risks.

In this situation, what should the program manager change about the risk management plan?

- A. Allow the component project manager to delegate risk management responsibilities.
- B. Assign the resolution of project-level risks to the component project manager.
- C. Include risk escalation policies and procedures in the risk response plan.
- D. Increase flexibility with risks that require a risk response.

Answer: A ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 52

You are the program manager for your organization and your team has reported on a new issue among your program stakeholders. You want to address this issue as soon as possible, but it will need to be studied and reviewed. You recommend that Shirley, one of your program team members, study the issue and present a few solutions in a week's time. What else should you do with the issue?

- A. Determine the time and cost of researching the issue for resolution.
- B. Record the issue in the issue log.
- C. Document the issue in the lessons learned.
- D. Communicate with the stakeholders that you are addressing the issue.

Answer: ([SHOW ANSWER](#))

Section: Volume B

NEW QUESTION: 53

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 54

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 55

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

What should the program manager do first?

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

D. Meet with the program sponsor to address the issue

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 56

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. Program management plan updates

B. Lessons learned

C. Assumptions

D. Supporting details

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 57

Andy is the program manager of the HQN Program. This program is nearing its completion and there is still \$25,000 left in the program budget. Andy has asked the program team to identify some extra deliverables that can be included in the program scope to improve the program deliverable but also to use all of the funds in the budget. What term is assigned to the actions that Andy is trying to do in this instance?

A. Value-added change requests

B. Zero based budgeting

C. Integrated change control

D. Gold plating

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 58

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

A. Project management is centralized to the program manager.

B. Program management makes communication easier among the project managers and project team.

C. Programs always cost less than multiple projects in an organization.

D. Programs provide centralized risk management.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 59

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

Answer: D ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 60

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

- A. -\$117,295
- B. \$821,065
- C. -\$284,100
- D. -\$85,230

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 61

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

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

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 62

All of the following information is defined in the program statement of work except for which one?

- A. Structure of the program management team
- B. Program requirements for resource competency levels
- C. Metrics and qualifications for program acceptance
- D. Location of the program work

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 63

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

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

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

Answer: C ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 64

All of the following are benefits of a program except for which one?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 65

A program manager has been assigned to a program that has received approval of the program charter and for which a stakeholder register has been prepared. During stakeholder engagement planning, the program manager should consider which of the following stakeholders aspects?

- A. Level of support/opposition, technical expertise, and organizational culture
- B. Level of influence and participation and attitude about the program
- C. Attitude about the program, external political position, and technical expertise

D. Expectations of program benefits, level of influence, and organizational culture

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 66

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. Create an exceptions report.
- C. Create a variance report.
- D. File the information as part of the project final report.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 67

How does a portfolio's collection of work differ from that of a program's collection of work?

- A. Outcomes are interdependent
- B. Benefits are achieved only when managed collectively
- C. Components may be independent
- D. Outcomes are time bound

Answer: C ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 68

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

Answer: D ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 69

_____ is the degree to which a set of inherent characteristics fulfills requirements.

- A. Scope

- B. Regulation
- C. Project phase
- D. Quality

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 70

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

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 71

Alice is the project manager of the NHQ Project and is entering the project's closing processes. The project, she has managed, has been for another organization in a contractual relationship. Her organization requires Alice to complete performance reviews of the project team, review the deliverables with the project customer, and to obtain formal signoff of the project deliverables. There may be other conditions and activities that Alice likely will need to do in this final project phase. Where can Alice check regarding this project?

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

Answer: B ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 72

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

Answer: ([SHOW ANSWER](#))

Section: Volume B

NEW QUESTION: 73

Which of the following can be an effective tool during quality control to help determine the how the problem occurred?

- A. Pareto Diagram
- B. Trend Analysis
- C. Rework
- D. Flowcharting

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 74

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 75

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

Based on this information, what should the program manager do?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 76

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. 122
- B. 14,884
- C. 7,381
- D. 244

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 77

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 utilization
- C. Resource requirements
- D. Program risk

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 78

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

Answer: A ([LEAVE A REPLY](#))

Section: Volume B

Explanation

NEW QUESTION: 79

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

Answer: C ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 80

All of the following are resources that need to be monitored and controlled except for which one?

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 81

A sponsor decides that the business environment is unfavorable for continuation of a program. The sponsor asks that the program be closed.

What items should be completed as part of the program's final report?

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

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 82

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. Positive
- B. Negative

- C. Active
- D. Passive

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 83

Complete the following phrase about quality management: Quality is ____ into a program, not ____ into a program.

- A. Planned, inspected
- B. Planned, controlled
- C. Built, inspected
- D. Executed, controlled

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 84

You are a Project Manager managing the building of a housing development. As the plumbing is being installed, you cannot find a building permit. As the Project Manager, to whom do you report this violation?

- A. The construction company
- B. The local county authority
- C. The local city authority
- D. The state authority

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 85

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

Answer: A ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 86

A program has been established and preparation is complete.

Component projects are planned as a part of which of the following?

- A. Program definition phase
- B. Program formulation
- C. Program planning

D. Program delivery phase

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 87

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 projects within the program have been closed at the project level.

B. You must close the project before operations closes the project.

C. You must ensure that the project sponsor closes the project.

D. You must ensure that the program management team closes the project for the project manager.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 88

You are the program manager for the SRQ Program. You have rejected several change requests for the program scope. What must you do with the rejected change requests?

A. Communicate why the change request was rejected and record the results in the lessons learned documentation for your program.

B. Communicate the change request status to the stakeholders and record the results of the change request in the change register.

C. Inform the stakeholders that their change requests have been rejected.

D. Inform the stakeholders why their change requests have been rejected.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 89

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

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 90

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

A. Deadlines for project milestones

B. Building codes

- C. A predetermined program budget
- D. Weather

Answer: D (LEAVE A REPLY)

Section: Volume C

NEW QUESTION: 91

A global financial system is being delivered by the program team to allow access from anywhere in the world.

Following a new cross-border regulation applying to privacy of local banking data accessed from abroad, the CEO of the bank requests that an external audit be conducted to validate compliance with this new regulation.

This event, which was not anticipated at this phase of the program, will generate additional work for the program team. This effort is not included in the current program roadmap and benefits delivery plan.

What immediate actions should the program manager take?

- A. Assess the impact of the audit and potential remediation on the program
- B. Accept the risk of the audit and continue the program as planned
- C. De-scope the capabilities of the system to not allow access from abroad
- D. Negotiate with the CEO in an attempt to avoid the audit

Answer: A (LEAVE A REPLY)

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NEW QUESTION: 92

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

Answer: (SHOW ANSWER)

Section: Volume B

Explanation/Reference:

NEW QUESTION: 93

Program manager B leaves the program and program manager A takes over the program responsibilities. Program manager A wants to ensure that all expected benefits of the program are realized.

What is used to assess the program cost/benefit justification?

- A. Program scope statement
- B. Benefits management plan
- C. Program charter
- D. Program business case

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 94

Ranking risks is performed in which of the following?

- A. Risk triggers
- B. Expected monetary value (EMV).
- C. Qualitative Risk Analysis
- D. Workarounds

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 95

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. Examine the contract
- B. Approve the payment request
- C. Complete a financial audit of the work
- D. Finalize the performance report

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 96

Your program has a budget at completion of \$1,550,000 and is expected to last one year. Currently your program is 45 percent complete and has spent \$725,000. According to the program schedule you are actually to be fifty percent complete at this, but due to some vendor delays your program is running just a bit late. Management is concerned that your program will not be able to recoup the costs of the expenses.

They've asked you to determine the cost variance for the program. What is the cost variance based on this information?

- A. -\$27,500
- B. -\$77,500

C. -\$61,111

D. .90

Answer: [\(SHOW ANSWER\)](#)

Section: Volume B

Explanation/Reference:

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

Answer: B [\(LEAVE A REPLY\)](#)

NEW QUESTION: 98

A program manager is concerned because several change requests in a component project are causing delays to the program's work package milestones. There are insufficient skilled resources within the component project to complete both the change requests and the milestone tasks.

What should the program manager do next to address this risk?

- A. Prioritize which resources are critical to the project based on an impact analysis of the critical change requests and update the program roadmap.
- B. Prioritize which change requests are critical to the project based on an impact analysis, resource only critical change requests until overdue milestones are achieved, and update the risk register.
- C. Mandate that no component project change requests will be processed until overdue milestones have been completed and update the risk register to reflect this.
- D. Add the lack of skilled resources to facilitate the large number of change requests to the issue log.

Answer: B [\(LEAVE A REPLY\)](#)

Section: Volume D

NEW QUESTION: 99

An organization is considering a new program. The business analyst believes that the benefits to the organization would equate to \$1,550,000 in five years. If the rate of return for this program is six percent what is the maximum amount the organization should invest in this program?

- A. \$1,158,250
- B. It depends on the internal decision making process.
- C. \$2,074,249
- D. \$1,550,000

Answer: A ([LEAVE A REPLY](#))

Section: Volume B

Explanation/Reference:

NEW QUESTION: 100

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 101

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.

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 102

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 an inspection-driven process to keep mistakes out of the customers' hands.
- B.** Quality control is a management-driven effort to plan the work properly so the work is done according to plan.
- 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.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 103

Tom is the program manager for his organization. He has to balance the resources he'll be using in the program with the demand for operations to use the same resources. What program document can Tom reference to determine the availability of certain program resources, such as application developers, engineers, and technical writers?

- A.** The resource pool description
- B.** Resource calendar
- C.** Functional management plan
- D.** Staffing management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 104

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

Answer: **D** ([LEAVE A REPLY](#))

Section: Volume B

Explanation

NEW QUESTION: 105

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.** Program scope statement
- B.** Business case

C. Statement of work

D. Program charter

Answer: B (LEAVE A REPLY)

NEW QUESTION: 106

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. Workshops

B. Web surveys

C. Delphi Technique

D. Focus groups

Answer: C (LEAVE A REPLY)

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NEW QUESTION: 107

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. Program scope statement

B. Project charter

C. Program charter

D. Project preliminary scope statement

Answer: B (LEAVE A REPLY)

NEW QUESTION: 108

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 109

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

Answer: A ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 110

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. Project scope statement
- B. Project charter
- C. Requirements technical documentation
- D. Detail design document

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 111

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

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

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 112

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

Answer: D ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 113

What duration compression technique typically adds risk when it's used during a program?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 114

You are working with Sam, a project manager on one of the projects within your program. Sam doesn't understand all of the rules and procedures that he's required to do as a project manager in your program. What are the rules and procedures called in project that Sam must abide by?

- A. Program governance
- B. Enterprise environmental factors
- C. Project governance
- D. Process procedures

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 115

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

Answer: [\(SHOW ANSWER\)](#)

Section: Volume C

NEW QUESTION: 116

Which project management meeting allows stakeholders to meet one another and to learn about the project?

- A. Project status meeting
- B. Project authorization meeting
- C. Project scope review
- D. Project kick-off meeting

Answer: D [\(LEAVE A REPLY\)](#)

NEW QUESTION: 117

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. Use a checklist for the installation because it is repeatable work.
- C. The project manager should work with the project team to understand how each fixture is to be installed.
- D. The project team members should develop their own system for installation of the fixtures.

Answer: B [\(LEAVE A REPLY\)](#)

NEW QUESTION: 118

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

Answer: C [\(LEAVE A REPLY\)](#)

NEW QUESTION: 119

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 120

A wild life protection organization opposes your program, which involves the cutting of around 200 trees to make way for the construction of a building. Which of the following correctly defines the organization in program management terminology?

- A. Negative stakeholder
- B. Positive stakeholder
- C. Key stakeholder
- D. Hurdle stakeholder

Answer: ([SHOW ANSWER](#))

Section: Volume C

NEW QUESTION: 121

During a program's definition phase, it is determined that the best approach for delivering the program's intended benefits is to supplement corporate resources with the procurement of specific products and services from external suppliers.

The program manager should use which of the following to determine and/or document the results of the program procurement planning activity?

- A. Make-or-buy decisions, proposal evaluation criteria, contract management, and RFQs
- B. Requests for proposals (RFPs), proposal evaluation criteria, contract management, and best mix of contract types
- C. RFPs, alternatives analyses, approach to competition, and requests for quotes (RFQs)
- D. Make-or-buy decisions, alternatives analyses, approach to competition, and best mix of contract types

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 122

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

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

Answer: A ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 123

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

- A.** Program benefits management
- B.** Program management planning
- C.** Integration management
- D.** Communications management

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 124

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

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

Answer: (SHOW ANSWER)

Section: Volume A

NEW QUESTION: 125

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 126

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.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 127

You are the program manager for the HGQ Program in your organization. Your program has eight constituent projects including a small project which you've assigned to Beth a new project manager in your organization.

Part of your assignment is to coach Beth on project management in your program. You are telling Beth about the five process groups of project management and how they map to the progression of the project. Which process group would you tell Beth is where she'll likely spend the bulk of the project time and the project budget?

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

Answer: C (LEAVE A REPLY)

Section: Volume C

NEW QUESTION: 128

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.

Answer: ([SHOW ANSWER](#))

Section: Volume A

Explanation/Reference:

NEW QUESTION: 129

A company CEO issues a mandate to automate a new-client onboarding process to replace manual and paper-based procedures. After the program sponsor and program manager obtain formal acceptance of the program charter, what should be done next?

- A.** Deploy a team to develop the program management plan.
- B.** Develop estimates for scope, resources, and cost.
- C.** Identify the program management components, and develop the resource management plan.
- D.** Review and update the benefits management plan and link it to program outcomes.

Answer: ([SHOW ANSWER](#))

Section: Volume D

Explanation

NEW QUESTION: 130

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

- A.** It defines all the work and only the required work for the program.
- B.** It formally authorizes the program.
- C.** It sets authorities and limits for the program manager and team.
- D.** It represents a common understanding of the program for the purpose of facilitating communication among the stakeholders.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 131

A Project Manager has been contracted by a company to manage the development of a software business application. The Project Manager discovers that five of the software developers are contractors and do not have legal software licenses. What should the Project Manager do in this case?

- A.** Call the software vendor

- B. Report this to PMI
- C. Report this to the company's senior management
- D. Fill out a software piracy report

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 132

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 133

You are the program manager of the HNG Program. This program has a budget at completion of \$2,345,900 and is expected to last two years. The program is currently 30 percent complete and you have spent \$789,000.

The program is supposed to be 35 percent complete but do to some delays you're slightly behind schedule.

Based on this information, what is the schedule variance (SV) of this program?

- A. -\$85,230
- B. \$821,065
- C. -\$284,100
- D. -\$117,295

Answer: D ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 134

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 large collection of projects lead by a single project manager.
- B. A program is a collection of projects that work together to create one deliverable for the organization
- 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 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.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 135

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

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 136

The program sponsor requests a weekly performance report. The tools and techniques to monitor and control program performance include which of the following?

- A.** Earned value management, financial reporting systems, performance measurement techniques, and program management information systems.
- B.** Delphi technique, scatter diagram, Pareto chart, and organization charts.
- C.** Program management performance variances, business criteria reweighting, root cause identification, and statistical sampling.
- D.** Interviewing, SWOT analysis, run chart, and matrix-based charts.

Answer: ([SHOW ANSWER](#)**)**

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NEW QUESTION: 137

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

- A.** Pareto diagram
- B.** Gantt chart

- C. Flowchart
- D. User Documentation

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 138

When should a program manager approve the closure of a component project?

- A. When the project has delivered the project benefits
- B. When acceptance criteria of the project are met
- C. When program deliverables are complete
- D. When project deliverables are complete

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 139

Which one of the following is not considered one of the three components of the Iron Triangle?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 140

What component of the change management system is responsible for evaluating, testing, and documenting changes created to the project scope?

- A. Project Management Information System
- B. Integrated Change Control
- C. Scope Verification
- D. Configuration Management System

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 141

Harriet is the program manager of a large program that has a high profile and visibility in her organization.

Some of the stakeholders are negative and Harriet needs to work with these stakeholders to address their fears, perceived threats, and concerns about the program. Which communication method is considered to be the best approach for this scenario?

- A. Face-to-face
- B. Many-to-many
- C. Ad hoc conversation
- D. One-to-many

Answer: A ([LEAVE A REPLY](#))

Section: Volume A

Explanation

NEW QUESTION: 142

What percentage of communication is nonverbal?

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

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 143

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. Issue owner management
- C. Quality assurance
- D. Program risk management

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 144

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 145

You are the project manager for your organization and are working with the project stakeholders and the business analyst to define all of the deliverables the project is to create. The stakeholders would like the option of adding more deliverables later in the project and keeping the requirements somewhat open for changes.

You explain to the business analyst that you need a set of requirements that define exactly what needs to be delivered for the project. What document are you trying to create in this early stage of the project?

- A. Requirements technical documentation
- B. Project scope statement
- C. Project charter
- D. Detail design document

Answer: B ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 146

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

What should the program manager do?

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

Answer: A ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 147

An organization initiates an innovation program to deliver exceptional performance and benefits.

After the program transition plan is in place and the implementation of a benefits sustainment plan starts, the program manager discovers the program may be shut down due to lack of funding.

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

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 148

All of the following information is defined in the program statement of work except for which one?

- A. Structure of the program management team
- B. Location of the program work
- C. Program requirements for resource competency levels
- D. Metrics and qualifications for program acceptance

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 149

A rapidly expanding IT company wants to mature its delivery methodology. It creates a benefits management plan that identifies formal program management governance as a key area that would add value.

What benefits would structuring work into programs bring to this organization?

- A. Delivery of initiatives and objectives through the alignment of portfolios
- B. Bundling of components or work to gain efficiencies unachievable if managed separately
- C. Increasing efficiencies by adhering to defined constraints to achieve specific activities
- D. Coordination of portfolio and project work by linking principles and practices

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 150

You are the program manager of the NHQ Program for your organization. Your program is nearing the completion of one of its major phases and there are several resources that should be released at this time. What program management plan will guide you to release of the program resources and transfer the resources and benefits to operations within the organization?

- A. Communications management plan
- B. Resource management plan
- C. Transition plan
- D. Benefits management plan

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 151

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 risks costs.
- B. Close the project office.

- C. Summarize the project variance.
- D. Archive the project records.

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 152

The contract is expected to cost \$280K US. Actual costs are \$240K US. There is a 50/50% share for any cost savings. What is the total value of the contract?

- A. \$240K US
- B. \$300K US
- C. \$260K US
- D. \$280K US

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 153

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

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 154

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 155

An organization is embarking on a new program aligned with its strategic objectives. The new program has a high level of risk due to the rapidly changing technical landscape in which the organization operates. The organization has mature program management capabilities, as measured by its resources, intellectual assets, and management processes.

Given the organization's history of delivering successful programs, what should the program manager do as part of the planning process?

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 156

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 157

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.

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 158

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 159

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

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 160

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 team members should develop their own system for installation of the fixtures.
- C. The project manager should work with the project team to understand how each fixture is to be installed.
- D. Use a checklist for the installation because it is repeatable work.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 161

In preparation for the development and submission of the program master schedule to a client, the program manager meets with the component project manager and master

program scheduler to discuss the work breakdown structure (WBS). During the meeting, the master scheduler indicates that the master program schedule should include which of the following?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 162

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 163

You are the program manager of the YHT Program. You have been working with a vendor in the program but have decided that the contract between your program and the vendor needs to be terminated. What two things must be documented if you wish to terminate a vendor's contract?

- A. Contract and the quality measurements for the vendor's work
- B. The scope verification document and the termination notice
- C. Contract and scope verification process documents
- D. Work that has been completed and uncompleted work

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 164

Which of the following documents contain a list of all problems, unfavorable events, or situations that occurred so far in the program?

- A. Program scope statement
- B. Program charter
- C. Program risk register
- D. Program issue register

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 165

A component project of a program is completed, and will provide the intended incremental benefits.

How should the program manager proceed with the component transition?

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

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 166

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

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

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 167

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 168

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. -\$2,500
- B. 1.02
- C. .99
- D. \$2,500

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 169

The program manager leads a medical billing system integration program for company A, a health services provider. Company A acquires smaller company X, which delivers health services strategically aligned with company A.

Company X uses a different billing approach than company A.

Company A's chief information officer (CIO) seeks counsel on which solution would be the better option moving forward, requesting the program manager's assistance.

How should the program manager respond to the CIO's request?

- A. Document the resources required to implement the recommended solution and demonstrate how this solution will save the company money.
- B. Gather the costs and benefits associated with each option and recommend the appropriate solution defining why the selected approach is better.
- C. Conduct a thorough stakeholder analysis and develop a program management plan to implement the appropriate solution for both companies.
- D. Find similar examples of the preferred approach and ask the project teams to document why the preferred approach is better

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 170

You are a Project Manager at Dewey, Cheatum, and Howe and assigned to a major construction project. The project is on schedule and under budget, but you are constantly in conflict with a member of your project team. This team member is sabotaging the project. What would be the best solution to resolve this problem?

- A. Reporting this to senior management
- B. Holding a team meeting to vote if the team member should be removed
- C. Reporting this problem to senior management with a solution of replacing this team member
- D. Firing the team member from the project as soon as possible

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 171

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

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

Answer: C ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 172

According to Standard for Program Management, Second Edition, how many knowledge areas are involved for program management?

- A. 9
- B. 11
- C. 5
- D. 7

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 173

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

- A. -\$20,000
- B. Negative ten percent
- C. .91
- D. .83

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 174

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 175

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

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

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 176

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

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 177

Which of the following tools and techniques are parts of the Administer Program Procurements process? Each correct answer represents a complete solution. Choose all that apply.

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

Answer: ([SHOW ANSWER](#))

Section: Volume C

NEW QUESTION: 178

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

- A. Program administrative closure
- B. Enterprise environmental factors

- C. Closing processes
- D. Organizational process assets

Answer: ([SHOW ANSWER](#))

Section: Volume A

Explanation

NEW QUESTION: 179

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

What is the program manager's next step?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 180

A natural disaster shuts down operations for two days. The program has a major milestone that includes a timed payment of US\$1 million.

Since the shutdown was not anticipated, what should the program manager do first?

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

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 181

is the degree to which a set of inherent characteristics fulfills requirements.

- A. Project phase
- B. Scope
- C. Quality
- D. Regulation

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 182

A component project of a program is completed, and will provide the intended incremental benefits.

How should the program manager proceed with the component transition?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 183

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

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 184

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 185

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 is an organization-wide process to do the work according the organizational goals and metrics.
- D.** Quality assurance defines quality and sets goals for the project team.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 186

A program manager is concerned because several change requests in a component project are causing delays to the program's work package milestones. There are insufficient skilled resources within the component project to complete both the change requests and the milestone tasks.

What should the program manager do next to address this risk?

- A.** Prioritize which change requests are critical to the project based on an impact analysis, resource only critical change requests until overdue milestones are achieved, and update the risk register.
- B.** Prioritize which resources are critical to the project based on an impact analysis of the critical change requests and update the program roadmap.
- C.** Add the lack of skilled resources to facilitate the large number of change requests to the issue log.
- D.** Mandate that no component project change requests will be processed until overdue milestones have been completed and update the risk register to reflect this.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 187

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

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

Answer: A,C,D ([LEAVE A REPLY](#))

Section: Volume C

Explanation/Reference:

NEW QUESTION: 188

You are in the process of purchasing 67 desktop computers, monitors, and a standard desktop software package for an upcoming project. What type of contract will you likely use?

- A. Cost-plus-percentage of cost
- B. Purchase order
- C. Fixed-price
- D. Net 30

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 189

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

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 190

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. Program personnel
- B. Outputs from team development
- C. Risk management outcomes
- D. Benefits

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 191

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. Statement of work
- B. Business case
- C. Program scope statement
- D. Program charter

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 192

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 193

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 194

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

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

Answer: ([SHOW ANSWER](#)**)**

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