

Product Questions: 453

Version: 8.0

Question: 1

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

- A. Change requests
- B. Earned value management results
- C. Stakeholder analysis plan
- D. Performance reports

Answer: C

Question: 2

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

- A. Percent complete times percent remaining in the program
- B. Percent completes time the program cost estimate
- C. Percent complete times the program budget at completion
- D. Percent complete times the program cost of labor and materials

Answer: C

Question: 3

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

- A. Screening system

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

Answer: A

Question: 4

You are the program manager for your organization. Management has asked you to create a document that will capture the stakeholders concerns, perceived threats, and specific objectives about the program and its

projects. What document is management asking you to create in this instance?

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

Answer: D

Question: 5

You are the program manager of the NHQ Program. You are working with your program team to ensure that the work in the program is done accurately and according to scope. You are also reviewing the team inspection process that will need to be done to ensure that the work is being done according to the scope. If the work is found to be defective it will need to be corrected before the program customers can inspect the work. What process are you completing to ensure that the work is done accordingly to scope?

- A. Quality control
- B. Scope verification
- C. Quality assurance
- D. Planning

Answer: C

Question: 6

Your company and a competing company have created a teaming agreement for an opportunity.

Through this team agreement you and your competitor can complete a major program for a client. This is, technically, a risk response for both organizations. What type of risk response are you dealing with in this instance?

- A. Teaming
- B. Exploiting
- C. Accepting
- D. Sharing

Answer: D

Question: 7

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

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

Answer: A

Question: 8

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

- A. Value-added change requests
- B. Zero based budgeting
- C. Integrated change control
- D. Gold plating

Answer: D

Question: 9

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

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

Answer: D

Question: 10

You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes do not enter into the project. What type of action have you provided in this scenario?

- A. This is an example of a preventive action.
- B. This is an example of team development.
- C. This is an example of quality assurance.
- D. This is an example of a corrective action.

Answer: A

Question: 11

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

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

Answer: C

Question: 12

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

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

Answer: D

Question: 13

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

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

Answer: C

Question: 14

Where are negative risks recorded?

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

Answer: C

Question: 15

You are the program manager for your organization. Management would like to consider the present value for your program. If your program is predicted to be worth \$450,000 in two years what is the present value of the program if the interest rate is six percent?

- A. \$400,498
- B. \$521,345
- C. \$505,620
- D. \$385,450

Answer: A

Question: 16

Harriet is the program manager of a large program that has a high profile and visibility in her organization. Some of the stakeholders are negative and Harriet needs to work with these stakeholders to address their fears, perceived threats, and concerns about the program. Which communication method is considered to be the best approach for this scenario?

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

Answer: A

Question: 17

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

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

Answer: C

Question: 18

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

This is an example of what?

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

Answer: D

Question: 19

You are the program manager of the GHY Program in your organization. It has come to your attention that some of the project managers in your program are adding time to each project activity in an effort to pad their durations in case some event happens in their project that will cause delays. What principle should you share with these project managers that counterattack the concept of padding activities with additional time?

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

Answer: A

Question: 20

You are the program manager for your organization. Your program team has 43 people that all need to be monitored and controlled. You would like to create a standardized report that you can use to monitor, control, and record the performance of each staff member in your program. What type of report can you create that will help you track your staff and their performance?

- A. Performance reports
- B. Staff variance reports
- C. Exceptions report
- D. Lessons learned

Answer: A

Question: 21

You have created a control chart for a repeatable process in your program. You have discovered that the seven most recent measurements are all on the positive side of the mean in your control chart. What is this phenomenon called?

- A. Rule of Improvement
- B. Mean Improvement
- C. Rule of Seven
- D. Low-Riding Mean

Answer: C

Question: 22

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

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

Answer: D

Question: 23

Donna is the project manager for her organization. She is preparing a plan to manage changes to the project

should changes be requested. Her change management plan defines the process for documenting, tracking, and determining if the changes should be approved or declined. What system is considered

the parent of the change control system documented in Donna's plan?

- A. Quality Management System
- B. Change Control System
- C. Project Management Information System
- D. Integrated Change Control System

Answer: C

Question: 24

You are a program manager for your organization. You have proposed a program to the management that will last four years and will cost \$35 million to create. Management has asked to see the program charter and the proposed costs and benefits of the program. Management agrees to your program charter and proposed to fund the program in increments at the completion of each milestone. What type of funding does management proposed for this program?

- A. Tentative
- B. Step funding
- C. Milestone approval
- D. Phase gate estimating

Answer: B

Question: 25

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

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

Answer: D

Question: 26

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

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

Answer: B

Question: 27

You are the program manager for your organization. Part of your role as the program manager is to train John, a new program manager, on the program processes within a program. John is confused as to when the program team can be acquired in the program management lifecycle. When will the program team be acquired for a program?

- A. Planning
- B. Execution
- C. Monitoring and controlling
- D. Initiation

Answer: B

Question: 28

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

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

Answer: D

Question: 29

You are the program manager for your organization and you need to define all of the program resources you'll need for your program. All of the following can be considered a program resource except for which one?

- A. A forklift
- B. Materials for the installation of a new server
- C. A positive risk response

- D. Gary, an application developer

Answer: C

Question: 30

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

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

Answer: D

Question: 31

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

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

Answer: C

Question: 32

You are the program manager for the NHQ Program. Your program has a budget of \$4,500,000 and has lasted for two years. Your program has just completed its final deliverable and you're completing the final program closure processes. What document must the program customer must now sign as part of program closure?

- A. The customer must now sign the program scope.
- B. The customer must now sign the payment for the program work.
- C. The customer must now sign the certificate of program closure.
- D. The customer must now sign the operational transfer agreement.

Answer: C

Section: Volume A

Explanation

Question: 33

You are the program manager of the YGH Program. A vendor has recently completed his contracted work for your program. You agree that the vendor has completed the procured work so what document should you and the vendors now sign?

- A. Certificate of completion
- B. Proposal agreement
- C. Invoice
- D. Contract

Answer: A

Question: 34

You are the program manager for your organization. Management has asked that you determine when resources, such as leased equipment, are no longer needed so that you may release the resources to save time, money, and utilization of resources within your program. What program management process is management asking you to perform?

- A. Contract administration
- B. Resource management
- C. Resource control
- D. Procurement management

Answer: C

Question: 35

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

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

Answer: C

Question: 36

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

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

Answer: A

Question: 37

You are the program manager for your organization. You have created a statement of work, request for proposal, and an invitation to a bidder's conference for 17 possible vendors. During the conference there were questions about your request for proposal and statement of work that led to clarifications. After the vendor conference you should update what information to send back to the vendors?

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

Answer: C

Question: 38

You are the project manager for your organization and are working with the project stakeholders and the business analyst to define all of the deliverables the project is to create. The stakeholders would like the option of adding more deliverables later in the project and keeping the requirements somewhat open for changes. You explain to the business analyst that you need a set of requirements that define exactly what needs to be delivered for the project. What document are you trying to create in this early stage of the project?

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

Answer: B

Question: 39

A new program is being initiated for the HNQ Organization. The program manager is working with the business analyst and management to define several attributes of the program. All of the following are identified during program initiation except for which one?

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

Answer: A

Question: 40

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

- A. The project management lifecycle and the project lifecycle are the same thing.
- B. The project management lifecycle is comprised of the phases initiating, planning, executing, monitoring and controlling, and closing. The project lifecycle is comprised of phases that are unique

to the project work.

C. The project management lifecycle is unique to each project while the project lifecycle is universal to all projects.

D. The project management lifecycle is universal to all projects and the project lifecycle is unique to each project.

Answer: D

Question: 41

You are the program manager for your organization. You are examining the order of the activities in your program schedule and would like to change some of the ordering to alleviate scheduling conflicts, risks, and based on your experience with the discipline the program uses. Some of the activities you can rearrange while some of the activities must be completed in a particular order. What term describes the activities that can happen in any order?

- A. Finish on constraints
- B. Discretionary dependencies
- C. Mandatory dependencies
- D. Benefits management dependencies

Answer: C

Question: 42

You are the program manager for your organization and are planning the roles and responsibilities in your program. You would like to create a RACI chart for the program work. What does RACI mean?

- A. It is a roles and responsibilities chart that uses responsible, accountable, consult, and inform responsibilities as the chart legend.
- B. It is a roles and responsibilities chart that uses responsible, action, consult, and interest responsibilities as the chart legend.
- C. It is a roles and responsibilities chart that uses resource, action, contribute, inform responsibilities as the chart legend.
- D. It is a roles and responsibilities chart that uses responsible, accountable, contribute, and inform responsibilities as the chart legend.

Answer: A

Question: 43

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

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

Answer: A

Question: 44

You are the program manager for your company and are monitoring and controlling several aspects of your program. You want to make certain that you're including all areas that need to be monitored and controlled. Which one of the following is not something you'll have to monitor and control as a program manager?

- A. Materials required by the program
- B. Equipment your program uses
- C. Susan the application developer in your program
- D. Stakeholder identification

Answer: D

Question: 45

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

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

Answer: C

Question: 46

Your program has a budget at completion of \$1,550,000 and is expected to last one year. Currently your program is 45 percent complete and has spent \$725,000. According to the program schedule you are actually to be fifty percent complete by this time, but due to some vendor delays your program is running just a bit late. Based on this information which is performing worse, the cost or schedule?

- A. The schedule is performing worse because the SPI is .90
- B. The cost is performing worse because the EAC is \$1,611,111.
- C. The schedule is performing worse because the SV is -\$27,500.
- D. The cost is performing worse because the CPI is .96.

Answer: A

Question: 47

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

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

Answer: D

Question: 48

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

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

Answer: C

Question: 49

Part of program management is to identify what motivates your program team members. If you subscribe to Maslow's Hierarchy of Needs, which need is at the top of the hierarchy?

- A. Physiological
- B. Safety
- C. Self actualization
- D. Esteem

Answer: C

Question: 50

Your program exists within a matrix structure. Your program has eight projects that all share resources from around the organization. You are concerned that some of the project team members may be over allocated and want to create a chart that will reflect the utilization of resources. What kind of chart can show the utilization of project team members used in your program?

- A. Resource network diagram
- B. Resource breakdown structure
- C. Resource histogram
- D. Pareto chart

Answer: C

Question: 51

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

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

Answer: B

Question: 52

Which of the following statements is the most accurate when it comes to program change requests for the program scope?

- A. The change request must not affect the schedule.
- B. The change request must not affect the overall cost.
- C. The quality of the program must not be affected by the change request.
- D. The change request must be documented.

Answer: D

Question: 53

You are identifying stakeholders for your program to create new software for your organization. The software will affect the ordering by the customer, the manufacturing of the product, inventory, and account management. Sarah, a key stakeholder in your program, is skeptical of one application affecting so many parts of the organization. She prefers that several applications be created instead of the approach your program will take. In stakeholder identification how would you categorize Sarah?

- A. Active
- B. Negative
- C. Positive
- D. Passive

Answer: B

Question: 54

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

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