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Question #1

Topic 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

Suggested Answer: C

Community vote distribution

C (80%)

A (20%)

huachuangdianzih

1 month, 2 weeks ago

Selected Answer: A

11231231231312313

upvoted 1 times

cutri89

1 month, 3 weeks ago

Selected Answer: C

analysis is input to plan

upvoted 1 times

cutri89

1 month, 3 weeks ago

Selected Answer: C

analysis is input to plan

upvoted 1 times

ppaula

6 months, 3 weeks ago

Selected Answer: C

C. Stakeholder analysis plan

Explanation:
The information distribution process in a program ensures that the right information reaches the right stakeholders at the right time. One key input to this process is the stakeholder analysis plan, which helps identify:

Who the stakeholders are
Their information needs
Preferred communication channels
Level of influence and interest in the program
Since you have 121 stakeholders, having a well-defined stakeholder analysis plan is crucial to tailor communication strategies effectively.

upvoted 1 times

omankoman

9 months, 2 weeks ago

Selected Answer: C

C is right answer because we have 121 stakeholders.

upvoted 1 times

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

Suggested Answer: *C*

Community vote distribution

C (100%)

🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: C

EV = % Complete × Budget at Completion (BAC)

upvoted 1 times

🗲️ 👤 **omankoman** 9 months, 2 weeks ago

Selected Answer: C

It is the total budget for each process up to a certain point in time. For example, suppose a project consists of 10 processes, each with a construction period of one month and a budget of \$1,000, and after two months, two processes are completed with a budget of \$300.

The EV in this case is \$200, which is the percentage of progress (2/10) multiplied by the original budget of \$1,000.

upvoted 1 times

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

Suggested Answer: D

Community vote distribution

D (60%)

A (40%)

- mfshabana

Highly Voted

1 year, 10 months ago

The requirement for at least four licensed electricians in the team is an example of "D. Evaluation criteria." Evaluation criteria are the specific standards or requirements that are used to assess and evaluate proposals or bids submitted by vendors in response to a request for proposal (RFP). In this case, the number of licensed electricians is a specific criterion that the vendors must meet to be considered for the program.

upvoted 5 times
- BH07

Most Recent

1 month, 1 week ago

Selected Answer: A

A screening system is a minimum requirement that a vendor must meet to be considered for evaluation.

In this scenario:

Olive requires vendors to have at least four licensed electricians.

If a vendor does not meet this, they are disqualified automatically from further evaluation.

upvoted 1 times
- cutri89

1 month, 3 weeks ago

Selected Answer: D

evaluation criteria to select vendor

upvoted 1 times
- AlexArt

1 month, 4 weeks ago

Selected Answer: D

D is most voted

upvoted 1 times
- AmrKHALIL

9 months, 3 weeks ago

Selected Answer: D

Evaluation criteria are the specific standards or requirements set to assess and determine the eligibility or suitability of potential vendors. In this case, requiring at least four licensed electricians is an explicit condition vendors must meet to be considered.

These criteria are used during the procurement process to evaluate proposals and ensure that vendors meet the minimum requirements for the work.

Why not the other options?

A. Screening system: A screening system may include evaluation criteria, but it is a broader process for filtering vendors based on various factors.

B. Scoring model: A scoring model assigns numerical values or weights to different criteria for ranking proposals, but the question specifically highlights a qualifying requirement, not a scoring system.

C. Vendor analysis requirements: This term typically refers to broader assessments of vendor capabilities or strategies rather than specific criteria.

Thus, the requirement for four licensed electricians aligns with evaluation criteria.

upvoted 1 times
- trantridue

1 year, 1 month ago

Selected Answer: A

Filter v2ndor

upvoted 1 times

  **Sergey_k** 1 year, 2 months ago



D is the answer

upvoted 1 times

  **tungdt** 1 year, 2 months ago

Answer is D

upvoted 2 times

  **LuanND** 1 year, 4 months ago

I believe in A be correct.

refer to the definition: A screening system eliminates sellers who do not meet the minimum requirements of the source selection criteria.

upvoted 1 times

  **Ahsan_tirmizi** 1 year, 4 months ago

i believe D should be the correct answer.

upvoted 3 times

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

Suggested Answer: C

Community vote distribution

C (57%)

14%

14%

Other

- cutri89

1 month, 3 weeks ago

Selected Answer: C

objective & threat use to be in biz case

upvoted 1 times
- TheAWSGuru

5 months, 3 weeks ago

Selected Answer: B

Project Charter

upvoted 1 times
- Nugi

8 months, 2 weeks ago

Selected Answer: A

The requirements document is used to capture and document stakeholders' concerns, perceived threats, specific objectives, and other requirements related to the program and its projects. This document serves as the foundation for understanding what stakeholders expect from the program and helps ensure that their needs are addressed.

upvoted 1 times
- Pivste1

10 months, 3 weeks ago

Selected Answer: C

Business case: "May include details about the program outcomes, approved concepts, issues, high-level risks and opportunity assessments, key assumptions, business and operational impacts, cost-benefit analysis, alternative solutions, financial analysis, intrinsic and extrinsic benefits, market demands or barriers, potential profits, social needs, environmental influences, legal implications, time to market, constraints, and the extent to which the program aligns with the organization's strategic plans."

upvoted 1 times
- ashmahes

1 year ago

B as scope statement doesnt have perceived threat

upvoted 1 times
- trantridue

1 year, 1 month ago

Selected Answer: D

Scope assessment

upvoted 1 times
- Ahsan_tirmizi

1 year, 4 months ago

i belive management is asking for the Issue log document.

upvoted 1 times
- FareedKamran

1 year, 5 months ago

Business Case Can Not be answer, as it explains why we need this Program with Cost & Benefit Analysis

Project Charter can not be the answer, as Project Charter created by Project Manager, not by Program Manager.

No Document named with "Requirement Document"

Scope Statement can be the correct answer.

upvoted 2 times

🗨️ 👤 **happykaur** 1 year, 6 months ago

Selected Answer: C

Business Case

B cannot be right as it is Project Charter

upvoted 2 times

🗨️ 👤 **Jayoohhay** 1 year, 9 months ago

Project Charter - Key elements of a program charter consist of the program scope, assumptions, constraints, high-level risks, high level benefits, goals and objectives, success factors, timing, key stakeholders, and other provisions that tie the program to the business case, thereby enabling program strategy alignment.

upvoted 1 times

🗨️ 👤 **PMP1** 3 years, 11 months ago

Scope statement will be the input of project charter

upvoted 1 times

🗨️ 👤 **[Removed]** 4 years, 4 months ago

Should be B as charter document will list high level details, while scope give more low level details

upvoted 1 times

🗨️ 👤 **Hazem1976** 4 years, 2 months ago

Program Manager does not create Project Charter, It is the Project Manager responsibility

upvoted 3 times

Question #5

Topic 1

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

Suggested Answer: A

Community vote distribution

A (78%)

C (22%)

NordSee

1 month, 1 week ago

Selected Answer: A

Answer should be A, why we should choose A rather C is, in the scenario the person has a program manager role, so it's not recommended to have auditor role same time.

upvoted 1 times

cutri89

1 month, 3 weeks ago

Selected Answer: A

quality control

upvoted 1 times

AmrKHALIL

9 months, 3 weeks ago

Selected Answer: A

Quality control focuses on monitoring and verifying that the work meets the defined quality standards and scope requirements. It includes inspecting deliverables to ensure they conform to requirements and identifying defects so they can be corrected before final acceptance.

In this scenario, you are reviewing the inspection process and identifying defects that need to be addressed, which aligns with quality control activities.

upvoted 2 times

Pivste1

10 months, 1 week ago

Selected Answer: C

The answer is QA: Focuses on the process itself and how work is being done. Is preventive in nature, aiming to prevent defects from occurring. Involves regular audits to ensure proper procedures are being followed. Evaluates whether the program is adhering to organizational standards and policies. Is conducted throughout the program lifecycle. Typically involves reviewing program management processes, methodologies, and tools.

Vs. quality control: Focuses on the deliverables and verifying specific results. Is detective in nature, identifying defects after they occur. Involves inspection and testing of program outputs. Measures specific program components against established quality standards.

Is performed at specific checkpoints or milestones. Typically involves measuring, examining, and testing specific program components.

upvoted 2 times

tungdt

1 year, 2 months ago

Answer is A

upvoted 2 times

LuanND

1 year, 4 months ago

Selected Answer: A

totally agree with A

upvoted 3 times

Ahsan_tirmizi

1 year, 4 months ago

yes Quality assurance

upvoted 1 times

  **mfshabana** 1 year, 10 months ago

Quality assurance involves processes and activities that ensure the project is being executed and the deliverables are being produced according to the planned scope, standards, and requirements. It includes activities such as process audits, reviews, and inspections to identify and correct any defects or issues in the work before it is presented to the program customers. This helps in preventing defects and ensuring the overall quality of the project.

 upvoted 1 times

Question #6

Topic 1

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

Suggested Answer: *D*

Community vote distribution

D (100%)

cutri89

1 month, 3 weeks ago

Selected Answer: D

sharing

upvoted 1 times

AmrKHALIL

9 months, 3 weeks ago

Selected Answer: D

sharing

upvoted 1 times

tungdt

1 year, 2 months ago

Answer is D

upvoted 2 times

LuanND

1 year, 4 months ago

Selected Answer: D

totally agree with D

upvoted 2 times

Ahsan_tirmizi

1 year, 4 months ago

yup sharing D

upvoted 2 times

mfshabana

1 year, 10 months ago

D. Sharing

Creating a teaming agreement with a competing company is a form of risk sharing. Both organizations collaborate and share resources to address the challenges and opportunities associated with the program. This approach allows each company to leverage the strengths of the other, share responsibilities, and jointly manage the risks and rewards associated with the project.

upvoted 1 times



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

Suggested Answer: A

Community vote distribution

A (100%)

  **cutri89** 1 month, 3 weeks ago

Selected Answer: A

gold plating
upvoted 1 times

  **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

Gold plating refers to the practice of adding extra features or deliverables to a project that were not part of the original scope or agreed-upon requirements.



In this scenario, the project manager is using the remaining budget to add additional features that were not requested by the customer, even though these additions might be appreciated. This is not recommended in project management because it can lead to:

Scope creep.

Misaligned customer expectations.

Potential risks or costs that were not accounted for

upvoted 1 times

  **tungdt** 1 year, 2 months ago

Answer is A
upvoted 2 times

  **mfshabana** 1 year, 10 months ago

A. Gold plating

Gold plating refers to the practice of adding extra features or enhancements to a project deliverable that were not originally specified in the project scope. In this case, the project manager is adding additional features to the project's deliverables with the remaining budget, even though these features were not initially part of the agreed-upon scope. While the intention may be to provide additional value, it can lead to scope creep and should be carefully managed to ensure that it aligns with the project objectives and requirements.

upvoted 1 times

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

Suggested Answer: *D*

Community vote distribution

D (100%)

cutri89

1 month, 3 weeks ago

Selected Answer: D

Gold plating

upvoted 1 times

tungdt

1 year, 2 months ago

D is right answer

upvoted 1 times

omankoman

1 year, 3 months ago

Selected Answer: D

D is right answer.

upvoted 1 times

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

Suggested Answer: D

Community vote distribution

D (67%)

B (33%)

  **TheAWSGuru** 5 months, 3 weeks ago



Selected Answer: D

Force Field Analysis
upvoted 1 times

  **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: B

Stakeholder analysis
upvoted 1 times

  **Pivste1** 10 months, 1 week ago

Selected Answer: D

D: Force field analysis is the most appropriate tool for this specific comparative analysis of positive vs negative stakeholder forces in a program context.

Force field analysis is specifically designed to analyze and compare driving forces (positive/supporting forces) against restraining forces (negative/opposing forces). This tool:

- Helps identify and compare stakeholders who support the program (positive forces) against those who oppose it (negative forces).
- Evaluates the relative power, position, and influence of each group.
- Allows program managers to understand the balance of power between supporting and opposing stakeholders.
- Helps in developing strategies to strengthen positive forces and minimize negative ones.

The other options are incorrect because:

Sensitivity analysis (A) is used to determine which program variables have the most potential impact on outcomes.



Stakeholder analysis (B) identifies and analyzes stakeholders but doesn't specifically compare opposing forces.

Monte Carlo simulation (C) is used for quantitative risk analysis and probabilistic forecasting.

upvoted 1 times

  **Sergey_k** 1 year, 2 months ago

B is the right answer
upvoted 1 times

  **tungdt** 1 year, 2 months ago

B is right answer
upvoted 2 times

  **Ahsan_tirmizi** 1 year, 4 months ago

correct ans is B.. we are trying to build power interest grid or SH map. Field force is a Decision making is a technique used in change management and decision-making processes to assess the driving and restraining forces influencing a particular situation or proposed change.

upvoted 1 times

  **mfshabana** 1 year, 10 months ago

B. Stakeholder analysis

Stakeholder analysis involves assessing the interests, influence, and potential impact of various stakeholders on a project or program. This analysis

helps identify key stakeholders, understand their positions, and assess their level of support or opposition. By comparing positive and negative stakeholders in terms of their position, power, and influence, you can develop strategies to manage relationships, engage stakeholders effectively, and mitigate potential risks.

upvoted 4 times

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.

Suggested Answer: A

Community vote distribution

A (100%)

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

Preventive Action: This is a proactive measure taken to avoid potential problems or risks before they occur. In this scenario, you are taking steps (training and practice with the materials) to prevent delays and mistakes caused by the team's unfamiliarity with the new materials.

upvoted 1 times

🗲️ 👤 **Sergey_k** 1 year, 2 months ago

A is the right answer

upvoted 1 times

🗲️ 👤 **tungdt** 1 year, 2 months ago

A is right answer

upvoted 1 times

🗲️ 👤 **mfshabana** 1 year, 10 months ago

A. This is an example of a preventive action.

A preventive action is taken to proactively avoid potential issues or problems before they occur. In this case, you are taking steps to prevent potential delays and waste by providing training on the use of new materials and allowing the project team to experiment with the materials before the actual project work begins. This proactive approach is aimed at preventing mistakes and ensuring that the project goes smoothly.

upvoted 1 times

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

Suggested Answer: B

Community vote distribution

B (100%)

- cutri89

1 month, 3 weeks ago

Selected Answer: B

B. Benefits management

upvoted 1 times
- f07e1dd

2 months, 1 week ago

Selected Answer: B

Benefits Management is the right answer. Look at Figure 3-4 in the Standard for Program Management, 5th Edition.

upvoted 1 times
- ccf396c

8 months, 2 weeks ago

Selected Answer: B

"The purpose of the benefits delivery phase is to ensure that the program delivers the expected benefits, as defined in the benefits management plan."
-straight from the SPM

upvoted 1 times
- AmrKHALIL

9 months, 3 weeks ago

Selected Answer: B

B. Benefits management

upvoted 1 times
- Sergey_k

1 year, 2 months ago

C is the right answer

upvoted 1 times
- tungdt

1 year, 2 months ago

C is right answer.

Benefit management is in Program Definition not in Program Delivery.

upvoted 1 times
- ReevesT

1 year, 8 months ago

C Benefits Mangement identifies and classifies benefits. Execution delivers those benefits.

upvoted 3 times
- Jayooohhay

1 year, 9 months ago

Program Benefits Management is the performance domain that defines, creates, maximizes, and delivers the benefits provided by the program. The answer should be Benefits Management

upvoted 3 times
- ReevesT

1 year, 8 months ago

C Benefits Mangement identifies and classifies benefits. Execution delivers those benefits.

upvoted 3 times

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

Suggested Answer: D

Community vote distribution

D (100%)

🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: D

D. \$2,661,750

upvoted 1 times

🗲️ 👤 **tungdt** 1 year, 2 months ago

D is right answer

upvoted 1 times

🗲️ 👤 **FareedKamran** 1 year, 5 months ago

Dont Expect Such kind of Questions in PgMP Exam

upvoted 1 times

🗲️ 👤 **SyedCert** 3 years, 11 months ago

One oversight in an earlier one, \$3,567,000 $(1/(1+0.05)^6) = 2,661,750$. 6 is for 6 years and 0.05 is for 5%.

upvoted 3 times

🗲️ 👤 **SyedCert** 3 years, 11 months ago

\$3,567,000 $(1/(1+0.05)^6) = 2,661,750$

upvoted 3 times

🗲️ 👤 **Stu1900** 4 years, 2 months ago

PLease can you explain how the answer is derived?

upvoted 1 times

🗲️ 👤 **ReevesT** 1 year, 8 months ago

Formula: $PV = FV / (1+i)^n$

PV is Present Value

FV is Future Value

i is Interest

n is number of years

You will need a Scientific calculator using the big X to exponent Y button.

Here is the order of operations:

1. 1 + the interest rate is 1.05
2. 1.05 to the 15th power
3. divide \$3,567,00 by that number

But with the scientific calculator, do the formula: $\$3,567,000 / (1.05)^{16}$

upvoted 2 times

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.

Suggested Answer: C

Community vote distribution

C (100%)

- cutri89

1 month, 3 weeks ago

Selected Answer: C

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

upvoted 1 times
- AmrKHALIL

9 months, 3 weeks ago

Selected Answer: C

correct

upvoted 1 times
- Sergey_k

1 year, 2 months ago

C, but Change Log should be used instead of Change Register

upvoted 1 times
- tungdt

1 year, 2 months ago

Definitely, C is right answer but I'm confused between change register and chang log.

upvoted 1 times
- FareedKamran

1 year, 5 months ago

It must be Change log, not the change register.

upvoted 1 times
- Abdel36

1 year, 7 months ago

HUGE: YESSS

upvoted 1 times
- Huge

1 year, 8 months ago

I don't know how much PMI interchanges log vs register, but there is no such thing as a change register in the Standard for Program Management, it is a Change Log.

upvoted 1 times
- ReevesT

1 year, 8 months ago

This is absolutely correct. There is no Change Register, it is a Change Log. One would think it doesn't matter except that there are questions where wrong options are given as Change Register No where in the PMBOK is there a the word Change Register.

Somebody please change this question.

upvoted 2 times

Question #14

Topic 1

Where are negative risks recorded?

A. Negative risk register

B. Risk management plan

C. Risk register

D. Issues log

Suggested Answer: C

Community vote distribution

C (100%)

- cutri89

1 month, 3 weeks ago

Selected Answer: C

C. Risk register

upvoted 1 times
- Nugi

8 months, 2 weeks ago

Selected Answer: C

There is only Risk Register for both positive/negative risks.

upvoted 1 times
- tungdt

1 year, 2 months ago

C is right answer

upvoted 1 times

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

Suggested Answer: A

Community vote distribution

A (100%)

🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: A

A. \$400,498

upvoted 1 times

🗲️ 👤 **Nugi** 8 months, 2 weeks ago

Selected Answer: A

Formula: $PV = FV / (1+i)^n$

Present Value = $450000 / (1+0.06)^2 = 400,498$

(The answer is A)

upvoted 1 times

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

correct

upvoted 1 times

🗲️ 👤 **tungdt** 1 year, 2 months ago

A is right answer.

upvoted 1 times

🗲️ 👤 **SyedCert** 3 years, 11 months ago

= $450000 (1/(1+0.06)^2) = 400,498$ (The answer is A)

upvoted 2 times

🗲️ 👤 **Ps18** 3 years, 7 months ago

Syed, Did you take up this exam ? where these set of questions helpful to clear ?

upvoted 2 times


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

Suggested Answer: A


Community vote distribution

A (100%)

-  **cutri89** 1 month, 3 weeks ago


Selected Answer: A

A. Face-to-face

upvoted 2 times
-  **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

Face to face

upvoted 2 times
-  **tungdt** 1 year, 2 months ago

face to face is best way.

upvoted 1 times


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.

Suggested Answer: C

Community vote distribution

C (100%)

  **cutri89** 1 month, 3 weeks ago

Selected Answer: C

C. It depends on what the termination clause of the contract stipulates.
upvoted 1 times



  **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: C

It depends on what the termination clause of the contract stipulates.
upvoted 1 times

  **Sergey_k** 1 year, 2 months ago

C is the right answer
upvoted 1 times

  **tungdt** 1 year, 2 months ago

C is make sense
upvoted 1 times

Question #18

Topic 1

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

This is an example of what?

A. Breach of contract

B. Issue

C. Risk

D. Claim

Suggested Answer: B

Community vote distribution

B (50%)

D (33%)

A (17%)

cutri89

1 month, 3 weeks ago

Selected Answer: A

A. Breach of contract

upvoted 1 times

f07e1dd

2 months, 2 weeks ago

Selected Answer: B

The Program Management Standard defines this as an issue as it pertains to a benefit and needs to be escalated.

upvoted 1 times

TheAWSGuru

5 months, 3 weeks ago

Selected Answer: D

Its a claim

upvoted 1 times

AmrKHALIL

9 months, 3 weeks ago

Selected Answer: D

D. Claim

upvoted 1 times

Kukusha

1 year, 1 month ago

It looks issue than claim

upvoted 1 times

Sergey_k

1 year, 2 months ago

It's a Claim. D is the correct answer

upvoted 2 times

tungdt

1 year, 2 months ago

this is a issue and need to log in issue log. B is anwser.

upvoted 1 times

FareedKamran

1 year, 5 months ago

Selected Answer: B

its an issue and need to be logged in issue log.

upvoted 2 times

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

Suggested Answer: A

Community vote distribution

D (50%)

A (50%)

- cutri89

1 month, 3 weeks ago

Selected Answer: D

D. Pareto's Law

upvoted 1 times
- AmrKHALIL

9 months, 3 weeks ago

Selected Answer: A

correct

upvoted 1 times
- tungdt

1 year, 2 months ago

A is answer

upvoted 1 times

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

Suggested Answer: A

Community vote distribution

A (67%)

C (33%)

cutri89

1 month, 3 weeks ago

Selected Answer: A

A. Performance reports

upvoted 1 times

TheAWSGuru

5 months, 3 weeks ago

Selected Answer: A

Performance REport

upvoted 1 times

trantridue

1 year, 1 month ago

Selected Answer: C

C will be ok

upvoted 1 times

Kukusha

1 year, 1 month ago

Why not exception report? The team size is large and the manager is unlikely to cope up with that, I believe

upvoted 1 times

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

Suggested Answer: *C*

Community vote distribution

C (100%)

🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: C

C. Rule of Seven
upvoted 1 times

🗲️ 👤 **tungdt** 1 year, 2 months ago

C is correct

The phenomenon where the seven most recent measurements are all on the same side of the mean in a control chart is called the Rule of Seven or Seven-Point Rule. This is a common rule used in statistical process control to identify potential non-random patterns within the data.

upvoted 1 times

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

Suggested Answer: D

Community vote distribution

D (50%)

B (25%)

C (25%)

  **cutri89** 1 month, 3 weeks ago

Selected Answer: B

B. Integrated Change Control
upvoted 1 times

  **ccf396c** 8 months, 2 weeks ago

Selected Answer: D

The Configuration Management System is the component of the overall change management system that deals specifically with:

Evaluating potential changes to the project scope,
Testing those changes (where applicable), and
Documenting each approved change and maintaining version control.
upvoted 1 times

  **AmrKHALIL** 9 months, 3 weeks ago



Selected Answer: D

correct
upvoted 1 times

  **trantridue** 1 year, 1 month ago

Selected Answer: C

Verification to confirm
upvoted 1 times

  **tungdt** 1 year, 2 months ago

C is make sense
upvoted 1 times

  **[Removed]** 1 year, 9 months ago

C. Scope Verification

Scope verification is the process of formalizing acceptance of the completed project deliverables. It involves reviewing, inspecting, and documenting the project work to ensure that all deliverables have been satisfactorily completed and accepted. When changes are made to the project scope, scope verification becomes crucial in evaluating and documenting these changes to confirm that they meet the specified requirements and have the desired impact on the project.
upvoted 2 times

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

Suggested Answer: C

Community vote distribution



🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: C

C. Project Management Information System
upvoted 1 times

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: C

C. Project Management Information System
upvoted 1 times

🗲️ 👤 **tungdt** 1 year, 2 months ago

C is right answer

The system considered the parent of the change control system documented in Donna's plan is the Project Management Information System (PMIS). The PMIS provides the overarching framework and tools for managing all aspects of the project, including the change control system. This system ensures that changes are properly documented, tracked, and reviewed before decisions are made regarding their approval or decline.
upvoted 1 times

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

Suggested Answer: *B*



Community vote distribution

B (100%)

  **cutri89** 1 month, 3 weeks ago

Selected Answer: B

B. Step funding
upvoted 1 times

  **tungdt** 1 year, 2 months ago

B is right answer.

Step funding is a method of financing where funds are provided in stages or increments rather than as a lump sum. This approach is commonly used in projects, research, and startups to manage risk and ensure that funds are used effectively. Each stage of funding is typically tied to specific milestones or performance metrics, and subsequent funding is released only when these milestones are achieved.

upvoted 1 times

  **[Removed]** 1 year, 9 months ago

The type of funding that management proposed for this program, where funding is provided at the completion of each milestone, is:



B. Step funding

Step funding involves providing funding in increments or steps, often tied to the completion of predefined project milestones. This approach allows management to review the progress of the program at each milestone and make informed decisions about continuing, modifying, or discontinuing the program based on the achieved results. It aligns funding with project progress and provides a structured way to manage financial commitments throughout the program's lifecycle.

upvoted 3 times

  **[Removed]** 4 years, 4 months ago

should be C milestone Approval
upvoted 1 times

  **Ps18** 3 years, 7 months ago

Sherifabdo, Did you take up this exam ? where these set of questions helpful to clear ?

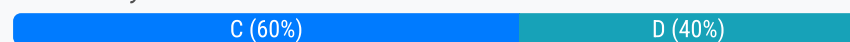
upvoted 1 times

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

Suggested Answer: *C*

Community vote distribution



☐ **NordSee** 1 month, 1 week ago

Selected Answer: C

I thought that C is correct because it can estimate based on current performance.

if we choose D, then the result shows remaining budget. I'd like to have other persons' opinion.

upvoted 1 times

☐ **cutri89** 1 month, 3 weeks ago

Selected Answer: C

C. BAC/CPI

upvoted 2 times

☐ **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: D

D. EAC - AC

upvoted 2 times

☐ **tungdt** 1 year, 2 months ago

D is correct

upvoted 3 times

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

Suggested Answer: B

Community vote distribution



🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: A

A. The project manager
upvoted 1 times

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: B

B. The program customer
upvoted 1 times

🗲️ 👤 **Kukusha** 1 year, 1 month ago

Customers or stakeholder? For me stakeholders are more comprehensive and hence more preferable answer
upvoted 2 times

Question #27

Topic 1

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

Suggested Answer: A

Community vote distribution

A (60%)

B (40%)

NordSee

1 month, 1 week ago

Selected Answer: A

I bet A. If we talk about "project", it should formulate in delivery phase - EXECUTION as is option listed here, but the topic is program so far Option-A would be fit best during program definition phase.

upvoted 1 times

cutri89

1 month, 3 weeks ago

Selected Answer: B

B. Execution

upvoted 1 times

f07e1dd

2 months, 2 weeks ago

Selected Answer: A

From the Program Management Handbook - 3.8.1.2 "...a team is assembled to develop the Program Management Plan"

upvoted 1 times

lezgino

8 months, 1 week ago

Selected Answer: A

Of course in the Planning phase! This is not about doing the job, it is all about with whom you are going to deliver the program.

upvoted 1 times

AmrKHALIL

9 months, 3 weeks ago

Selected Answer: B

The program team is acquired during the execution phase, as this is when resources are mobilized, and work begins on program deliverables.

upvoted 1 times

Sergey_k

1 year, 2 months ago

During Planning

upvoted 1 times

psvexam

1 year, 3 months ago

A. Planning

upvoted 1 times

FareedKamran

1 year, 5 months ago

Program Phases are

Definition, Delivery, Closure,

So none of them is the correct answer.

upvoted 1 times

[Removed]

1 year, 9 months ago

A. Planning

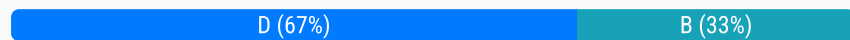
upvoted 1 times

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.

Suggested Answer: D

Community vote distribution



🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: B

B. A benefit is a project and program deliverables that the organization may use immediately.
upvoted 1 times

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: D

D. A benefit is an outcome of actions and behaviors that provides utility to stakeholders.
upvoted 2 times

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

Suggested Answer: C

Community vote distribution

C (100%)

🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: C

C. A positive risk response
upvoted 1 times

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: C

C. A positive risk response
upvoted 1 times

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

Suggested Answer: *D*

Community vote distribution

D (100%)

🗲️ 👤 **cutri89** 1 month, 3 weeks ago

Selected Answer: D

D. Project scope statement for all projects within the program
upvoted 1 times

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: D

D. Project scope statement for all projects within the program
upvoted 1 times

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

Suggested Answer: C

Community vote distribution

C (100%)

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: C

correct

upvoted 1 times

🗲️ 👤 **tungdt** 1 year, 2 months ago

C is correct

upvoted 1 times

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.

Suggested Answer: C

Community vote distribution



🗉 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: C

C. The customer must now sign the certificate of program closure.

upvoted 1 times

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

Suggested Answer: A

Community vote distribution

A (100%)

🗨️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

A. Certificate of completion
upvoted 1 times

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

Suggested Answer: C

Community vote distribution

B (67%)

C (33%)

  **AmrKHALIL** 9 months, 3 weeks ago



Selected Answer: C

C. Resource control
upvoted 1 times


  **[Removed]** 1 year, 9 months ago

B. Resource management



Resource management in the context of program management involves identifying, acquiring, and managing the resources needed for the program, as well as determining when these resources are no longer required. This process includes managing both human and non-human resources, such as leased equipment.
upvoted 2 times

  **Abdel36** 2 years, 3 months ago

NO HAY THIS PROCESS IN PGMP STANDART 4 TH EDITION
upvoted 1 times

  **UHS** 2 years, 7 months ago

Thanks for the update!
upvoted 1 times

  **victorxu** 3 years, 2 months ago

Selected Answer: B

No "Resource control" appeared in the standard of program management forth edition, it changed to "Resource Management"
upvoted 2 times

Question #35

Topic 1

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

Suggested Answer: A

Community vote distribution

A (75%)

C (25%)

Nugi

8 months, 2 weeks ago

Selected Answer: A

One of the components in Program Charter is "Key Benefits"

Defines the expected benefits and their alignment with organizational goals.

Serves as a foundation for benefits realization planning.

upvoted 1 times

AmrKHALIL

9 months, 3 weeks ago

Selected Answer: C

C. Program benefits statement

upvoted 1 times

tungdt

1 year, 2 months ago

A is correct

upvoted 1 times

kikeemm

1 year, 7 months ago

program scope encompasses all of the benefits to be delivered by the program. It should be D

upvoted 1 times

liuyue114

2 years, 1 month ago

A is correct

upvoted 1 times

abem01

1 year, 12 months ago

Program Charter is defined as: A document issued by a sponsor that authorizes the program management team to use organization resources to execute the program and link the program to the organization's strategic objectives.

Program Benefits Statement elaborates the Benefits

upvoted 1 times

UHS

2 years, 7 months ago

Domain 1 Task 9 Obtain organizational leadership approval for the program by presenting the program charter with its high-level costs, milestone schedule and benefits in order to receive authorization to initiate the program.

upvoted 1 times

UHS

2 years, 7 months ago

That is correct A

upvoted 1 times



victorxu

3 years, 2 months ago

Selected Answer: A

No "Program benefits statement" appeared in the standard of program management fourth edition. the benefits of the program should defined in the "Program charter".

upvoted 2 times

  **abem01** 1 year, 12 months ago

Program Charter is defined as: A document issued by a sponsor that authorizes the program management team to use organization resources to execute the program and link the program to the organization's strategic objectives.

Program Benefits Statement elaborates the Benefits

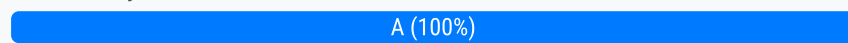
upvoted 1 times

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

Suggested Answer: A

Community vote distribution



🗉 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

A. Transference
upvoted 1 times

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

Suggested Answer: C

Community vote distribution



  **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

A. Request for bid documents
upvoted 1 times

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

Suggested Answer: *B*

Community vote distribution

B (100%)

🗨️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: B

B. Project scope statement

upvoted 1 times

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

Suggested Answer: C

Community vote distribution

C (60%)

A (40%)

f07e1dd

2 months, 1 week ago

Selected Answer: C

In establishing the business case risks, benefits and links to organizational strategy are clearly all considered. Scope is not in the conversation yet, until you get to the charter.

upvoted 1 times

AmrKHALIL

9 months, 3 weeks ago

Selected Answer: A

A. Program risk

upvoted 2 times

tungdt

1 year, 2 months ago

C is correct

upvoted 1 times

happykaur

1 year, 6 months ago

Selected Answer: C

From PGMP page 48

The business case may include details about the program outcomes, approved concept, issues, high-level risk and opportunity assessment, key assumptions, business and operational impact, cost benefit analysis, alternative solutions, financial analysis, intrinsic and extrinsic benefits, market demands or barriers, potential profits, social needs, environmental influences, legal implications, time to market, constraints, and the extent to which the program aligns with the organization’s strategic plan.

upvoted 2 times

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.

Suggested Answer: D

Community vote distribution

B (100%)

🗲️ 👤 **f07e1dd** 2 months, 1 week ago

Selected Answer: B

Please fix this question. Thank You
upvoted 1 times

🗲️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: B

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.
upvoted 1 times

🗲️ 👤 **Abdel36** 2 years, 3 months ago

PMP OR PGMP!!!!
upvoted 1 times

🗲️ 👤 **SyedCert** 3 years, 11 months ago

The answer option statement are wrong e.g. for each area where it should mention program it say project. The A should read "A. The Program management lifecycle and the project lifecycle are the same thing"

- 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.
- upvoted 3 times

🗲️ 👤 **abem01** 1 year, 12 months ago

Is this based on PgMP exam feedback, or opinion?
upvoted 1 times


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

Suggested Answer: B


Community vote distribution

B (100%)

-  **AmrKHALIL** 9 months, 3 weeks ago


Selected Answer: B

B. Discretionary dependencies

upvoted 1 times
-  **trantridue** 1 year, 1 month ago

Selected Answer: B

C is wrong

upvoted 1 times
-  **LuanND** 1 year, 4 months ago

Selected Answer: B


I think it should be B

Explanation:


Base on this document: <https://www.projectmanagement.com/blog-post/5575/PMP-Exam-Tip--What-Is-The-Difference-Between-Mandatory-And-Discretionary-Dependencies->

- A mandatory dependency is one that “must be” carried out at a particular time.


- A discretionary dependency is one that isn't based on a "have to", but on a "should".

upvoted 1 times
-  **encqizo** 3 years, 4 months ago

Definitely B


upvoted 1 times
-  **SyedCert** 3 years, 8 months ago

I agree, it's B

upvoted 2 times
-  **Karamurat** 3 years, 11 months ago

"A mandatory dependency is one that “must be” carried out at a particular time."

<https://www.project-management-prepcast.com/free/pmp-exam/tips/316-the-difference-between-mandatory-and-discretionary-project-management-dependencies-revealed>

upvoted 3 times
-  **tsangckl** 4 years, 5 months ago

in any order. it is B.

upvoted 3 times

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.

Suggested Answer: A

Community vote distribution



🗨️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

A. It is a roles and responsibilities chart that uses responsible, accountable, consult, and inform responsibilities as the chart legend.
upvoted 1 times

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

Suggested Answer: A

Community vote distribution



🗨️ 👤 **AmrKHALIL** 9 months, 3 weeks ago

Selected Answer: A

A. Quality assurance

upvoted 1 times

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

Suggested Answer: *D*

Community vote distribution



 **NordSee** 1 month, 1 week ago

Selected Answer: C

I think C is correct.

The resource — not a person, should be monitored and controlled also stakeholder should be same throughout program. But we aren't controlling individual person so C fit this case.

upvoted 1 times

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

Suggested Answer: C

🗨️ 👤 **fido_dido** 1 year, 1 month ago

425,000 for 30% of work >>> 100% of work is 425,000 divided by 30% = 1,416,666 >>>> what remains to be done is 1,416,666- 425,000
upvoted 1 times

🗨️ 👤 **SyedCert** 3 years, 2 months ago

BAC 1,250,000
EV (BAC * 0.03) 375000
AC 425000
CPI (EV/AC) 0.882352941
EAC = AC + (BAC – EV) 1,300,000
ETC = (BAC – EV) / CPI 991,667 (Answer C)
upvoted 1 times

🗨️ 👤 **Stu1900** 3 years, 8 months ago

Can you please show the working as I am unable to calculate this figure
upvoted 1 times

🗨️ 👤 **Hazem1976** 3 years, 5 months ago

First, You need to calculate EAC = BAC/CPI. Then use the formula to calculate ETC = EAC - AC
upvoted 1 times

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.

Suggested Answer: A

Community vote distribution

A (100%)

🗲️ 👤 **Nugi** 8 months, 2 weeks ago

Selected Answer: A

Explanation:

- BAC = 1,550,000
- AC = 725,000
- EV = (BAC * 0.45) = (1,550,000 * 0.45) = 697,500
- PV = planned % * BAC = 0.50 * 1,550,000 = 775,000
- CPI = EV / AC = 697,500 / 725,000 = 0.96
- SPI = EV / PV = 697,500 / 775,000 = 0.90

upvoted 1 times

🗲️ 👤 **happykaur** 1 year ago

Selected Answer: A

The answer is obvious from the options. SPI of 0.9 is worse than CPI of 0.96

upvoted 1 times

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



Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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.

Suggested Answer: *C*

  **tungdt** 1 year, 2 months ago

C is correct answer

upvoted 1 times

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

Suggested Answer: C

Community vote distribution



🗨️ 👤 **Nugi** 8 months, 2 weeks ago

Selected Answer: C

- Physiological needs: Air, food, drink, shelter, warmth, sex, and sleep.
- Safety needs: Protection from the elements, security, order, law, stability, and freedom from fear.
- Love and belonging needs: Friendship, intimacy, trust, acceptance, receiving and giving affection and love.
- Esteem needs: Self-esteem, achievement and recognition, respect, freedom, lifelong learning, creativity and fulfilment, meaning and purpose.
- Self-actualization needs: The goal of the hierarchy.

upvoted 1 times

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: B

🗨️ 👤 **Salim_7** 10 months, 2 weeks ago

Correct answer is B. Fast tracking increases risks
upvoted 1 times

🗨️ 👤 **6sense** 2 years, 6 months ago

Resource adding is always Crashing
upvoted 4 times

🗨️ 👤 **snow5** 2 years, 11 months ago

correct is Fast track
upvoted 2 times

🗨️ 👤 **UHS** 1 year, 2 months ago

its crashing when resources are added. Fast track is when tasks that can be done in parallel are identified to compress the schedule
upvoted 1 times

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.

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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.

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

Which of the following statements is most accurate about the critical path?

- A. The critical path is always one path that shows the project duration.
- B. The critical path has no float.
- C. The critical path is the longest path because it has the most activities.
- D. The critical path reveals which path has the most risk of failure.

Suggested Answer: *B*

Community vote distribution



  **Nugi** 8 months, 2 weeks ago

Selected Answer: B

Critical Path is the longest sequence of activities in a project schedule that determines the shortest possible time to complete the project. Float (or Slack) is the amount of time an activity can be delayed without delaying the project's overall completion date.

upvoted 1 times

You are the program manager for the BHN Program. Your program has 122 stakeholders that you'll need to plan to communicate with. Considering the size of the program how many communication channels do you have in this program?

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

Suggested Answer: *D*

🗉 👤 **SyedCert** 11 months ago

Number of potential communication channels = $n \times (n-1)/2$

$122 \times (122-1)/2 = 7,381$

upvoted 4 times

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

Suggested Answer: D

Community vote distribution

D (100%)

🗲️ 👤 **Nugi** 8 months, 2 weeks ago

Selected Answer: D

- Budget at Completion (BAC) = 2,345,900
 - Actual Cost (AC) = 789,000
 - Earned Value (EV) = (current completion % * BAC) = 0.30 * 2,345,900 = 703,770
 - Planned Value (PV) = (planned completion % * BAC) = 0.35 * 2,345,900 = 821,065
 - Schedule Variance (SV) = EV – PV = 703,770 – 821,065 = -117,295
- upvoted 1 times

🗲️ 👤 **Fahad1989** 1 year ago

the Answer is (D)

Earned Value (EV) = 0.30

Planned Value (PV) = 0.35

Schedule Variance (SV) = Earned Value (EV) – Planned Value (PV)

Schedule Variance (SV) = (0.30-0.35)*2345900 = -117295 := So the Answer is (D)

upvoted 2 times

🗲️ 👤 **sg346c** 1 year ago

Correct answer should be B. The question is based on schedule, not on cost.

(2345900 *5%) = -117295

upvoted 1 times

🗲️ 👤 **UHS** 1 year, 2 months ago

Correct answer should be A

D is only (2345900 *5%) = -117295 which is incorrect and does not take into account the actuals as of today (PV)

upvoted 1 times

🗲️ 👤 **SyedCert** 2 years, 4 months ago

For me its, A.

Schedule Variance (SV) = Earned Value (EV) – Planned Value (PV)

Schedule Variance (SV) = BCWP – BCWS

=2345900*0.3 - 789000 = -85230

upvoted 2 times

Which of the following documents provides the mandate to execute the program within a certain timeline and also presents milestones for the delivery of products or incremental benefits?

- A. Program architecture baseline
- B. Program risk register
- C. Program WBS
- D. Program charter

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Community vote distribution

B (100%)

07ea001 1 month, 3 weeks ago

Selected Answer: B

To determine "how many pennies the program is losing per dollar invested", we need CPI

If $CPI = 1$, the program is exactly on budget

If $CPI < 1$, the program is over budget (losing dollars) ---> our answer lies in this

If $CPI > 1$, the program is under budget (saving money)

So, let us calculate CPI

(1) BAC: \$2345900 (given)

(2) AC (cost): \$789000 (given)

(3) We need to calculate EV. Since it is "30% complete", $EV = 30\%$ of $BAC = \$703770$

(4) Note extra information provided in the question to confuse. "supposed to be 35 percent complete". This info is not needed

(5) Calculate CPI, which is $EV/AC = 703770/789000 = 0.8919$

(6) Per dollar we are losing $1 - 0.8919 = 0.1080$. Since they want how many pennies it will be = 10.80 pennies. Since pennies don't have decimals, round it off to 11. Hence B is the correct answer

upvoted 1 times

trantridue 1 year, 1 month ago

Selected Answer: B

each us lost 11 penny

upvoted 1 times

fido_dido 1 year, 7 months ago

calculate cost variance and divide by spent amount

upvoted 1 times

UHS 2 years, 8 months ago

$1 - EV/AC$ or $1 - CPI$

upvoted 1 times

SyedCert 3 years, 8 months ago

$= 1 - 2345900 * 0.3 / 789000 = 0.11$ or 11 cents

upvoted 1 times

Stu1900 4 years, 2 months ago

Can you please advise the formula for this question?

upvoted 1 times

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Community vote distribution

B (100%)

🗨️ 👤 **trantridue** 1 year, 1 month ago

Selected Answer: B



clear in transition plan

upvoted 1 times

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.

Suggested Answer: *C*

  **tungdt** 1 year, 2 months ago

C is correct answer

$BAC = 1750000$, $AC = 620000$

$EV = 0,35 \times 1750000 = 612,5$

$CPI = EV/AC = 612,5/620000 = 0,98175$

$PV = 0,4 \times BAC = 0,4 \times 1750000 = 700$

$SPI = EV/PV = 612,5/700 = 0,875 = 0,88$

upvoted 3 times

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

To whom will you report to in this program?

- A. Franklin
- B. Martina
- C. Hal
- D. Mary Ann

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

- A. Negative ten percent
- B. .75
- C. \$300,000
- D. \$225,000

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Question #71

Topic 1

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.

Suggested Answer: C

Community vote distribution

D (100%)

NordSee

1 month, 1 week ago

Selected Answer: D

The portfolio is able to contain the operation, so it should be D.

upvoted 1 times

NordSee

1 month, 1 week ago

sorry, C

upvoted 1 times

tungdt

1 year, 2 months ago

D is correct answer.

An organization that operates in various industries, such as technology, healthcare, and finance, might have a portfolio for each industry. Each portfolio would include multiple programs and projects that are aimed at achieving specific strategic goals within that industry.

Technology Portfolio:

Program A: Development of new software products

Program B: Upgrading IT infrastructure

Project 1: Implementing a new CRM system

Project 2: Developing a mobile application

Healthcare Portfolio:

Program C: Enhancing patient care services

Program D: Implementing electronic health records (EHR)

Project 3: Building a new clinic

Project 4: Launching a telehealth service

Finance Portfolio:

Program E: Expanding financial services

Program F: Regulatory compliance initiatives

Project 5: Introducing a new financial product

Project 6: Upgrading the risk management system

upvoted 1 times

Salim_7

2 years, 4 months ago

Standards for Program Management 4th Edition page 7 : A portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.

upvoted 1 times

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: C

🗲️ 👤 **yuencool** 1 year, 2 months ago

Keep it short: $(75000 - 63000) / (15500 - 12000) = \sim 3.5$
upvoted 4 times

🗲️ 👤 **UHS** 1 year, 7 months ago

Build year 1 $(75000+12000) = 87000$, yr 2 $87000+12000 = 99000$; yr 3 $99000+12000 = 111000$; Yr 4 $111000+12000 = 123000$
Buy year 1 $(63000+15500)=78500$; yr 2 $78500+15500 = 94000$; yr 3 $94000+15500 = 109500$; yr 4 $109500+15500 = 125000$
as you can see year 4 build is less than buy and if you do the calculation for 6 months you'll see it's about 3.5 months for the build cost to be lesser than buy cost. Hope that helps. Maybe there's an actual formula for it too
upvoted 1 times

🗲️ 👤 **UHS** 1 year, 7 months ago

Build year 1 $(75000+12000) = 87000$, yr 2 $87000+12000 = 99000$; yr 3 $99000+12000 = 111000$; Yr 4 $111000+12000 = 123000$
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upvoted 1 times

🗲️ 👤 **UHS** 1 year, 7 months ago

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Hope that helps. Maybe there's an actual formula for it too
upvoted 1 times

🗲️ 👤 **Stu1900** 3 years, 2 months ago

Please can you show the workings for this answer
upvoted 1 times

Robert is the program manager of the NHQ Program. His team has never worked with one another before this program and he is worried about their abilities to become a team in very short order. He would like to create a team development exercise to facilitate this process. Robert will need all of the following information except for which one to facilitate team development?

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Community vote distribution

B (100%)

🗲️ 👤 **Nugi** 8 months, 2 weeks ago

Selected Answer: B

It's should be B: Request for Proposal (RFP).

RFP (Request for Proposal) is a document formally solicits proposals from qualified vendors to provide goods or services for the project. It outlines the project requirements, specifications, and evaluation criteria.

upvoted 1 times

🗲️ 👤 **LuanND** 9 months, 3 weeks ago

Selected Answer: B

I think must be B

Base on <https://www.pmi.org/learning/library/project-requirements-rfps-vendor-proposals-6673>. The request for proposal (RFP) process provides a mechanism for organizations to acquire better products and services for their project solutions than they might otherwise be able to provide from internally developed project solutions.

upvoted 1 times

🗲️ 👤 **abem01** 1 year, 6 months ago

Can anyone confirm if this is a question on the exam and if it would be marked incorrectly if RFP was chosen? I agree RFP is a Request For a Proposal from the seller.

upvoted 1 times

🗲️ 👤 **SyedCert** 3 years, 2 months ago

Yes, I agree the ask to the seller is in RFP and the response is a proposal.

upvoted 3 times

🗲️ 👤 **Corners** 3 years, 11 months ago

Proposal doesn't asks the seller, this is the response of the seller to RFP. RFP asks the seller

upvoted 4 times

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

- A. Performing quality inspections regularly
- B. Archiving sign-off at important milestones
- C. Documenting the requirements
- D. Completing the project behind the schedule

Suggested Answer: *ABC*

🗨️ 👤 **ReevesT** 1 year, 3 months ago

Archiving provides the proof needed for final product acceptance. Without it, you fail.

upvoted 1 times

🗨️ 👤 **UHS** 2 years, 7 months ago

Archiving is incorrect, getting signoff at milestones just by itself would have been correct.

upvoted 1 times

🗨️ 👤 **abem01** 1 year, 12 months ago

Interim milestone sign-off and archiving in configuration management is practices in some industries to support larger milestone sign offs as reference documents

upvoted 1 times

🗨️ 👤 **SyedCert** 3 years, 8 months ago

For me, it's A and C as archiving seems not relevant.

upvoted 2 times

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

A. \$2,322,481

B. \$1,950,000

C. \$2,067,000

D. \$1,950,001

Suggested Answer: A

Community vote distribution

A (100%)

🗲️ 👤 **Nugi** 8 months, 2 weeks ago

Selected Answer: A

Future Value (FV) = Present Value * $(1 + r)^n$ = 1,950,000 * $(1 + 0.06)^3$ = 2,322,481

upvoted 1 times

🗲️ 👤 **UHS** 1 year, 2 months ago

$1,950,000 * (1 + 0.06)^3$

upvoted 1 times

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

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

Suggested Answer: *B*

🗨️ 👤 **tungdt** 1 year, 2 months ago

C is correct answer

upvoted 1 times

🗨️ 👤 **UHS** 2 years, 8 months ago

b is issue register (more like issue log to documents events that have occurred) and D is risk register(events may potentially occur)

upvoted 2 times

🗨️ 👤 **Cindyl** 2 years, 9 months ago

what is the difference between B and D?

upvoted 1 times

🗨️ 👤 **fido_dido** 1 year, 7 months ago

A risk is not materialized, when a risk materializes it becomes an issue

upvoted 1 times

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

- A. Conflict
- B. Noise
- C. Barrier
- D. Ad hoc

Suggested Answer: C

Community vote distribution



 **Nugi** 8 months, 2 weeks ago

Selected Answer: A

Should it be A. Conflict?

Conflict in communication is a process that involves expressing and managing disagreements through verbal and nonverbal communication. It can occur when there are incompatible goals, scarce resources, or opposing viewpoints.

upvoted 1 times

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

Suggested Answer: *D*

Community vote distribution

D (100%)

👤

trantridue

1 year, 1 month ago

Selected Answer: D

sponsoring organization

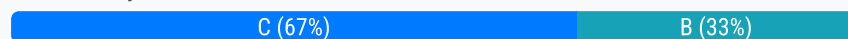
upvoted 1 times

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

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

Suggested Answer: B

Community vote distribution



🗨️ 👤 **trantridue** 1 year, 1 month ago

Selected Answer: B

Terminated --> should do final verification to close.

Control scope if project is continue, need to control scope to make sure no crepe, no gold plating

upvoted 1 times

🗨️ 👤 **fido_dido** 1 year, 7 months ago

D. Financial audit

When a project within a program is terminated, especially due to affordability issues and trade-offs with other projects, a financial audit is an appropriate activity to perform. This audit will review and assess the financial transactions, commitments, and allocations made for the GHW Project up to its termination point. The goal is to ensure that all financial aspects of the project are properly closed out, that any remaining funds are accounted for and reallocated as necessary, and to evaluate the financial management of the project for any lessons learned that can be applied to ongoing or future projects within the program.

upvoted 2 times

🗨️ 👤 **[Removed]** 1 year, 9 months ago

Selected Answer: C

C. Scope control

Scope verification typically occurs during the project execution phase and involves formal acceptance of completed project deliverables by the stakeholders. In the case of terminating a project, the focus shifts to controlling the scope changes and documenting the reasons for the termination. This falls under scope control, which ensures that changes to the project scope are managed in a way that aligns with the project's objectives.

Therefore, given the scenario described, scope control is a more suitable answer.

upvoted 2 times

Which of the following documents sets the project objectives?

- A. Project charter
- B. Project schedule
- C. Project scope statement
- D. Project organization chart

Suggested Answer: C

Community vote distribution



🗨️ 👤 **Nugi** 8 months, 2 weeks ago

Selected Answer: A

I think should be A. Project Charter.

The project charter is the primary document that formally authorizes a project and sets the project objectives. It serves as a high-level overview of the project, outlining key information such as:

Project objectives and purpose

upvoted 1 times

🗨️ 👤 **Salim_7** 1 year, 10 months ago

I would say A. Standards for Program Management 4th Edition, page 36 : Key elements of a program charter consist of the program scope, assumptions, constraints, high-level risks, high- level benefits, goals and objectives, success factors, timing, key stakeholders, and other provisions that tie the program to the business case, thereby enabling program strategy alignment. Page 110 : This initial program scope assessment develops the program scope statement FROM the program goals and objectives.

upvoted 2 times

Question #85

Topic 1

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

A. Customer

B. Project management team

C. Project Manager

D. Chief Financial Officer (CFO)

Suggested Answer: A

Community vote distribution

C (100%)

f07e1dd

2 months, 2 weeks ago

Selected Answer: C

The SOW is usually part of the RFP which is produced at the program or project manager level.

upvoted 1 times

fido_dido

1 year, 1 month ago

C. Project Manager

The Project Manager is primarily responsible for ensuring that project objectives are met while adhering to the approved budget. This involves planning, executing, and managing resources effectively to deliver the project within the scope, time, and cost constraints. The Project Manager actively monitors and controls project expenses to avoid budget overruns and ensures that the project delivers value to the stakeholders within the agreed financial parameters.

upvoted 1 times

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

- A. Project charter
- B. Program charter
- C. Program scope statement
- D. Project preliminary scope statement

Suggested Answer: A

Community vote distribution

B (100%)

🗨️ 👤 **f07e1dd** 2 months, 2 weeks ago

Selected Answer: B

I need a Program Charter to initiate the projects. Then the project manager will develop the project charter for the program manager. In other words a program manager cannot initiate any projects until authorized by a program charter.

upvoted 1 times

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

  **chaoman** 3 years, 2 months ago

It should be B. Staffing pool description.

upvoted 1 times

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

- A. Quality control
- B. Kill point
- C. Phase review
- D. Audit

Suggested Answer: *B*

Community vote distribution



🗨️ 👤 **Sergey_k** 1 year, 2 months ago

C. Phase Review.

PgMP 5th Edition. p.115: 'Phase gate reviews are reviews at the end of a phase in which a decision is made whether or not to continue to the next phase, continue with modification, or end a program or program component'

upvoted 2 times

🗨️ 👤 **LuanND** 1 year, 3 months ago

Selected Answer: B

The term "kill point" is used in project management to determine whether the project should stop work or move to the next phase.

upvoted 1 times

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

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

Suggested Answer: C

Community vote distribution



🗲️ 👤 **trantridue** 1 year, 1 month ago

Selected Answer: C

Exploiting a positive risk means taking action to ensure the opportunity is realized
upvoted 1 times

🗲️ 👤 **[Removed]** 1 year, 9 months ago

Selected Answer: C

C. Exploiting: Exploiting a positive risk means taking action to ensure the opportunity is realized. In your scenario, selling the byproduct to offset the cost of the program is a direct action to ensure that the potential benefits (the positive risk) are fully realized. Therefore, this is the best fit.
upvoted 1 times

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

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

Suggested Answer: C

Community vote distribution

C (100%)

🗲️ 👤 **trantridue** 1 year, 1 month ago

Selected Answer: C

From PMI's book "The Standard for Program Management", section 3.5.5 Scope Definition:

"The program scope statement becomes the basis for future program decisions and articulates the scope boundaries of the program"

upvoted 2 times

🗲️ 👤 **tungdt** 1 year, 2 months ago

B is correct answer

The document that should serve as the baseline for all future program decisions in the program planning processes is the Program Management Plan. This comprehensive document provides a detailed roadmap for how the program will be managed and includes key information that guides decision-making.

upvoted 2 times

🗲️ 👤 **encqizo** 3 years, 4 months ago

B should be the right answer.

From PMI book, it clearly states that the program management plan is therefore a reference document and should be seen as a managed baseline (page 110)

upvoted 1 times

🗲️ 👤 **SyedCert** 3 years, 8 months ago

C is a right answer

upvoted 1 times

🗲️ 👤 **Karamurat** 3 years, 11 months ago

From PMI's book "The Standard for Program Management", section 3.5.5 Scope Definition:

"The program scope statement becomes the basis for future program decisions and articulates the scope boundaries of the program"

upvoted 2 times

🗲️ 👤 **Karamurat** 3 years, 11 months ago

"The program management plan is a single, formal, dynamic document that outlines how the program is to be managed, executed, and controlled."..."This document should ensure there are no surprises through execution on how the program is managed or decisions are made."

<https://uwaterloo.ca/ist-project-management-office/methodologies/program-management/program-benefit-delivery/program-management-plan>

upvoted 2 times

What percentage of communication is nonverbal?

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

Suggested Answer: A

🗨️ 👤 **tungdt** 1 year, 2 months ago

Research by Albert Mehrabian, a professor emeritus of psychology at UCLA, suggests that nonverbal communication constitutes a significant portion of overall communication. According to his findings, communication is composed of three main elements:

Words (Verbal Communication): 7%

Tone of Voice (Vocal Communication): 38%

Body Language (Nonverbal Communication): 55%

upvoted 1 times

🗨️ 👤 **encqizo** 3 years, 4 months ago

The 55/38/7 Formula, 55% body language, 38% vocal, 7% word

upvoted 1 times

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

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

Suggested Answer: *B*

🗨️ 👤 **Abdel36** 1 year, 1 month ago

A seems more realistic according to projet closure requirments
upvoted 1 times

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

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *B*

Community vote distribution



🗨️ 👤 **c9619c8** 1 month, 3 weeks ago

Selected Answer: C

Closing processes are the formal procedures and activities required to finalize all aspects of a program, including completing forms and paperwork as mandated by the organization before the program can be officially closed.

upvoted 1 times

🗨️ 👤 **UHS** 2 years, 1 month ago

Answer needs to be C - EEF has nothing to do with the closing

upvoted 3 times

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

- A. Project charter for each project
- B. Program human resource management plan
- C. Project scope statement
- D. Program management charter

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your company and evaluating the sellers to determine the seller to buy from. In your analysis you've created a histogram to display the pros and cons for each seller. You've created five categories of interest and assigned values to each category for each vendor. Your five categories are:

- ☞ Cost
- ☞ Schedule
- ☞ Experience
- ☞ Certification
- ☞ Warranty

Each category has a different point value and the vendor that receives the maximum points in total will win the contract. What type of seller evaluation are you performing?

- A. Monte Carlo simulation
- B. Expert judgment
- C. Weighted scoring model
- D. Benchmarking

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

🗨️ 👤 **Karamurat** 11 months, 1 week ago

"A secondary risk is a risk that arises as the result of implementing a risk response. If the risk response was not taken, the secondary risk would not exist."

<https://www.pmlarningsolutions.com/blog/residual-risk-versus-secondary-risk-pmp-concept-32>

upvoted 2 times

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

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

Suggested Answer: *D*

🗨️ 👤 **UHS** 1 year, 2 months ago

$FV = PV(1 + \text{int}\%)^4 = 750000(1 + 0.06)^4 = 946857.72$

upvoted 1 times

🗨️ 👤 **SyedCert** 2 years, 2 months ago

Initial cost 750000

Rate 0.06

1st year 45000 795000

2nd year 47700 842700

3rd year 50562 893262

4th year 53595.72 946857.72

upvoted 1 times

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

Suggested Answer: D


Community vote distribution

A (67%)

D (33%)


-  **Sergey_k** 1 year, 2 months ago

A is correct answer.


upvoted 1 times
-  **tungdt** 1 year, 2 months ago

A is correct answer.

Using the previous project (HHG Project) as a model for defining the scope of your current project (JJY Project) is an example of Analogous Estimating (also known as Top-Down Estimating).


upvoted 2 times
-  **psvexam** 1 year, 2 months ago

Ans A: Analogous estimation

upvoted 2 times
-  **LuanND** 1 year, 3 months ago


Selected Answer: A

I can't find definition of "Template Driven" in PMBok. I think it should be A

upvoted 2 times
-  **[Removed]** 1 year, 9 months ago


Selected Answer: D

D. Template Driven: This is the correct answer. Using a previous project's scope as a model for a current project is an example of a template-driven approach. In this context, the scope from the HHG Project serves as a template for the JJY Project, streamlining the scope definition process by applying a proven framework.

upvoted 1 times
-  **UHS** 2 years, 8 months ago

Answer A :

Analogous estimating is a technique that uses information from a similar past project in order to estimate the cost and duration of a planned project. This approach is often used when there is limited data available for a project, making it difficult to generate accurate estimates.

upvoted 3 times
-  **snow5** 4 years, 4 months ago

There is no type named template driven as per PMBOK. A is the correct answer

upvoted 4 times

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

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

Suggested Answer: *B*

🗨️ 👤 **tungdt** 1 year, 2 months ago

B is correct answer

The quality control chart that compares two or more variables over time to determine how closely the variables may be related to one another is called a Scatter Diagram (also known as a Scatter Plot or Scatter Chart).

upvoted 1 times

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

Suggested Answer: *C*

🗨️ 👤 **tungdt** 1 year, 2 months ago

C is correct answer.

All of the following are resources that need to be monitored and controlled except for:

Quality

Explanation:

Equipment: Tools and machinery required for project tasks must be monitored for availability, condition, and proper usage.

Staff: Human resources need to be monitored for their allocation, performance, and availability.

Facilities: Physical locations or spaces used for the project need to be monitored for access, suitability, and maintenance.

Quality is a critical aspect of project management but it is not considered a "resource" in the same sense as equipment, staff, or facilities. Quality is a measure of how well the project meets the requirements and standards, and it is controlled through quality management processes, not monitored and controlled as a resource.

upvoted 1 times

🗨️ 👤 **psvexam** 1 year, 2 months ago

Ans D: Facilities

Facilities are maintained; The other 3 are monitored and controlled.

upvoted 2 times

What schedule analysis simulation tool allows you, the project manager, to review possible combinations of events such as optimistic, most likely and pessimistic outcomes for your project?

- A. pert
- B. gert
- C. pmis
- D. Monte Carlo

Suggested Answer: D

Community vote distribution

D (50%)

A (50%)

🗲️ 👤 **Sergey_k** 1 year, 2 months ago

A is a correct answer by definition

upvoted 1 times

🗲️ 👤 **psvexam** 1 year, 2 months ago

Ans A: Pert - just refer to the formula

upvoted 1 times

🗲️ 👤 **hanyulin** 1 year, 6 months ago

Selected Answer: A

A is better.

upvoted 1 times

🗲️ 👤 **[Removed]** 1 year, 9 months ago

Selected Answer: D

Monte Carlo Simulation: In contrast with PERT, the Monte Carlo simulation is a statistical technique used to understand the impact of risk and uncertainty in project plans. It performs risk analysis by building models of possible results by substituting a range of values—a probability distribution—for any factor that has inherent uncertainty. It then calculates results over and over, each time using a different set of random values from the probability functions. This method is particularly useful for analyzing the range of possible outcomes in a project's schedule, cost, or other key variables.

upvoted 1 times

🗲️ 👤 **Cindyl** 2 years, 9 months ago

PERT, A

upvoted 2 times

🗲️ 👤 **encqizo** 3 years, 4 months ago

A is the right answer.

The PERT estimate (E) is based on a formula that includes your optimistic time estimate (O), your most likely time estimate (M) and your pessimistic time estimate (P). The basic equation is this: $E = (O + 4M + P) / 6$

upvoted 1 times

Question #107

Topic 1

All of the following are resources that you will need to monitor and control in a program environment except for which one?

A. Staff members

B. Contracts

C. Quality

D. Equipment

Suggested Answer: *B*

Community vote distribution

B (100%)

NordSee

1 month, 1 week ago

Selected Answer: B

I'm wondering that the Option-B — contract, isn't a resource as well.
Can someone add more explanation why C fits best than others?
upvoted 1 times

Abdel36

1 year, 1 month ago

yes nadenka
upvoted 1 times

UHS

2 years, 2 months ago

Answer is C
upvoted 1 times

Cindyl

2 years, 3 months ago

C - not a resource
upvoted 1 times

encqizo

2 years, 10 months ago

C is the right answer
upvoted 1 times

You are the program manager for your organization. Your program will create a new condominium in your community. There are several concerns about the condos including the timing, the local economy, the environment, and the proposed schedule. You and your team are creating the program management plan to address these concerns along with identifying the constituent projects that will build the structures and deliverables. What group will need to review your program plan to approve the plan before you may proceed in the work?

- A. The local government
- B. The change control board
- C. The stakeholders
- D. The program board

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: B

Community vote distribution

B (100%)

🗲️ 👤 **tungdt** 1 year, 2 months ago

B is correct answer

The cost estimating approach that uses the Work Breakdown Structure (WBS) to create a cost estimate is called Definitive Estimating.

Definitive Estimating:

Detailed Estimates: This approach involves creating detailed and accurate cost estimates for each work package within the WBS.

Bottom-Up Approach: While the term "bottom-up" is often associated with definitive estimating, the key is that it uses detailed information available from the WBS.

High Accuracy: Definitive estimates are usually within a range of -5% to +10% accuracy, making them highly reliable for budgeting and cost control.

upvoted 1 times

🗲️ 👤 **[Removed]** 1 year, 9 months ago

Selected Answer: B

B. Definitive Estimating: This approach involves creating a detailed cost estimate based on a thorough and detailed work breakdown structure (WBS).

The WBS breaks down the total scope of work for the project into smaller, more manageable components, and costs are estimated for each of these components. This method is considered more accurate and reliable as it's based on detailed information about what needs to be done.

upvoted 1 times

🗲️ 👤 **UHS** 2 years, 8 months ago

WBS is bottom up

upvoted 1 times

🗲️ 👤 **encqizo** 3 years, 4 months ago

The definitive estimate is the most accurate estimate for the amount of work and resources needed to complete the project.

Bottom Up estimate techniques for WBS

upvoted 2 times

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.

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager of the NHQ Program. The program has reached its final deliverable and the certificate of completion has been created for the program. What else should you, the program manager, create at this time?

- A. Life cycle costing estimates
- B. Lessons learned documentation
- C. Operational transfer plan
- D. Program closure reports

Suggested Answer: *D*

Community vote distribution





Currently there are no comments in this discussion, be the first to comment!

Ned is the program manager for his organization and he's considering some new materials for his program. He and his team have never worked with these materials before and he wants to ask the vendor for some additional information, a demon, and even some samples. What type of a document should Ned send to the vendor?

- A. RFI
- B. RFP
- C. RFQ
- D. IFB

Suggested Answer: A

  **encqizo** 2 years, 10 months ago

it would use an RFI if it had no prior experience; An RFP, "Request for Proposal," is a document that asks vendors to propose solutions to a customer's problems or business requirements

upvoted 1 times

If a program has a budget of completion of \$550,000, is 25 percent complete, and has spent \$135,000 what is the cost variance (CV)?

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

Suggested Answer: *C*

🗉 👤 **SyedCert** 1 year, 2 months ago

CV = EV - AC

CV (550,000*0.250) - 135,000 = 2,500

upvoted 2 times

Which benefit measurement method considers the value of each time period's return for a project that will create deliverables over multiple time periods?

- A. Net present value
- B. Future value
- C. Present value
- D. Cost-Benefit ratio

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Which of the following types of floats are available? Each correct answer represents a complete solution. Choose two.

- A. Half float
- B. Full float
- C. Total float
- D. Free float

Suggested Answer: *CD*

🗨️ 👤 **SyedCert** 1 year, 2 months ago

As per PMI - Free Float on a task (FF) is the time it can be late in finishing without impacting the start of the following activity. Total Float on a task (TF) is the time it can be late in finishing without impacting the end date of the project (even though some tasks may be rescheduled).

upvoted 1 times

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: D

Community vote distribution

B (100%)

🗳️ 👤 **tungdt** 1 year, 2 months ago

D is correct answer

upvoted 1 times

🗳️ 👤 **Abdel36** 1 year, 7 months ago

It's right answer is D, because improvment process is not a project management process

upvoted 2 times

🗳️ 👤 **[Removed]** 1 year, 9 months ago

Selected Answer: B

Six Sigma is an example of the B. Process improvement program management process. It is a set of techniques and tools for process improvement and quality control, with a focus on reducing defects and variation in processes to improve overall efficiency and quality.

upvoted 1 times

🗳️ 👤 **AmarBen** 1 year, 10 months ago

Selected Answer: B

B. Process improvement

Six Sigma is a set of techniques and tools for process improvement. It seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, mainly empirical, statistical methods, and creates a special infrastructure of people within the organization who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified value targets, for example, reduce process cycle time, reduce pollution, reduce costs, increase customer satisfaction, and increase profits.

upvoted 1 times

🗳️ 👤 **SyedCert** 3 years, 8 months ago

Six Sigma is a methodology used in project management. It is a quality management methodology used to reduce defects and maintain consistency in products.

upvoted 2 times

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

Suggested Answer: A

Community vote distribution

B (100%)

🗨️ 👤 **f07e1dd** 2 months, 1 week ago

Selected Answer: B

The Program Management Standard clearly states that projects are initiated in the Delivery Phase. Here that is consistent with "execution" but this question is not updated with the latest information from the standard.

upvoted 1 times

🗨️ 👤 **Cindyl** 2 years, 3 months ago

All components initiation happens in the Program execution phase.

upvoted 2 times

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

When will the lessons learned documentation be created?

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

Suggested Answer: *C*

🗨️ 👤 **Jayooohhay** 10 months, 4 weeks ago

The key to the answer of this question is in “when Lessons Learned is finalized. While LL can be gathered throughout the course of the project/program, but it’s only finalized during the program closure phase thus Option C is the right answer.

upvoted 2 times

🗨️ 👤 **YourChoice** 11 months, 3 weeks ago

Question is about program lessons learned

upvoted 1 times

🗨️ 👤 **Sammyr** 1 year, 5 months ago

Throughout the entiee life cycle

upvoted 2 times

🗨️ 👤 **UHS** 1 year, 8 months ago

Answer :B

Lessons learned are created at each program deliverable.

upvoted 1 times

🗨️ 👤 **Cindyl** 1 year, 9 months ago

lessons learnt can be created through out the program life cycle.

upvoted 2 times

🗨️ 👤 **edisontan** 2 years, 7 months ago

<https://www.pmi.org/learning/library/lessons-learned-early-often-6746>, again not the best answer!

upvoted 2 times

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager of a new program in your organization. This program will last for one year and your program team will work full-time on the effort.

The nature of the work requires that the program team work closely together for the next year, but many of the program team members have never met one another. You decide to take the team on an outing where they can work together through challenges, learn teamwork, and get to know one another. This is an example of what process?



- A. Cost of quality
- B. Storming
- C. Forming
- D. Team development

Suggested Answer: *D*

  **NonstopLearning** 1 year, 1 month ago

Formning is part of team development. Why forming is not the answer?

upvoted 2 times

  **LuanND** 9 months, 3 weeks ago

I also have the same question like you

upvoted 1 times

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Gary is the program manager for his organization. His current program has 432 stakeholders, some of which are external to his organization. He would like to create a chart that identifies each stakeholder's opinion of the program, influence over program decisions, their requirements and affect on program priorities, and other information. What kind of chart should Gary create in this instance?

- A. Resource breakdown structure
- B. Resource management chart
- C. Stakeholder analysis chart
- D. RACI chart

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

Which one of the following is the best example of transference?

- A. Your program has some very dangerous activities so you hire a training company to train your program team.
- B. Your program creates an opportunity that your company can realize on its own so it brings in a competitor to help seize the opportunity.
- C. Your program must be completed by a given deadline as government inspectors are scheduled to review the work to determine its accuracy.
- D. Your program is dealing with a new technology that you and your program team are not familiar with so you hire a consulting company to complete this work for you.

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization and you're coaching Tom, an aspiring program manager, on program management. Tom is curious about controlling communications. Which one of the following is an output of the communications control process?

- A. Approved change requests
- B. Communications management plan
- C. Stakeholder analysis charts
- D. Performance reports

Suggested Answer: D

Community vote distribution

D (100%)

🗲️ 👤 **f07e1dd** 2 months, 1 week ago

Selected Answer: D

According to the Standard for Program Management. Request you correct the answer to this question.
upvoted 1 times

🗲️ 👤 **ReevesT** 1 year, 2 months ago

Figure 10-7, 6th edition 10.3 Monitor Communication Outputs:

Work Performance Information

Change Requests

PMP updates to Commucation Mgmt Plan and Stakeholder Engagement Plan

Document Updates

upvoted 1 times

🗲️ 👤 **[Removed]** 1 year, 9 months ago

Selected Answer: D

D. Performance Reports.

Performance reports are a key output of the communications control process. These reports provide information on how the program is performing in various areas such as scope, schedule, cost, quality, and risk. They are essential for keeping stakeholders informed about the program's progress and performance. These reports often include status updates, progress measurements, and forecasts, which are crucial for effective communication management in a program.

upvoted 2 times

🗲️ 👤 **Sammyr** 2 years, 5 months ago

D : performance reports

upvoted 2 times

You need to create a document that will define the costs, resources, and characteristics of each deliverable the program will create. What document should you create?

- A. Program work breakdown structure
- B. Program work breakdown structure dictionary
- C. Program charter
- D. Program scope statement

Suggested Answer: *B*

🗨️ 👤 **UHS** 2 years, 2 months ago

What are the differences between WBS and WBS dictionary?

A document that provides detailed information about deliverables, activity and scheduling of each component in the Work Breakdown Structure (WBS). The WBS Dictionary describes each component of the WBS with milestones, deliverables, activities, scope, and sometimes dates, resources, costs, quality.

upvoted 1 times

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: A

🗨️ 👤 **UHS** 1 year, 2 months ago

FV = 1550000 PV?

$PV = FV / ((1 + 0.06)^5) = 1550000 / 1.338 = 1,158,250$

upvoted 2 times

🗨️ 👤 **SyedCert** 2 years, 2 months ago

I think it's C

Future Value (FV) = Present Value $/(1/(1+r)^P)$

$FV = 1550000 / (1/(1+0.06)^5)$

FV = 2074249.645

upvoted 1 times

🗨️ 👤 **psvexam** 2 years ago

Future value is already given which is 1550000. So exchange values in your formula. Then you will get the lower current value, instead of 2074249.

upvoted 1 times

🗨️ 👤 **Lch** 3 years, 11 months ago

Formula please

upvoted 2 times

You are trying to determine if you should buy or build a solution for your program. If you build the solution it'll cost you \$45,000 to create and \$7,000 per month to support. A vendor reports that they can create the solution for you for \$1,000 but you'll have to pay them \$9,000 per month to support the solution. Should you buy or build this solution?

- A. Build the solution if you'll use it longer than 22 months.
- B. Buy the solution if you'll use it longer than 24 months.
- C. Buy the solution if you'll use it longer than 22 months.
- D. Build the solution if you'll use it longer than 25 months.

Suggested Answer: A

🗨️ 👤 **tungdt** 1 year, 2 months ago

A is correct answer

upvoted 1 times

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for a large program in your matrix organization. You need to define when the resources in your program will be brought into the program and then released from the program so that the project managers, operational managers, and your program team can plan accordingly. What program management plan defines when resources are needed, how the resources will be obtained, and how the resources may be released from the program?

- A. Procurement management plan
- B. Resource management plan
- C. Team management plan
- D. Schedule management plan

Suggested Answer: *B*

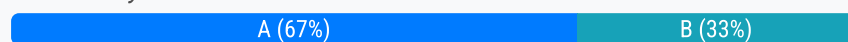
Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: A

Community vote distribution



🗨️ 👤 **NordSee** 1 month, 1 week ago

Selected Answer: A

Option A fit better because it utilized by Governance board and stage gate and so on while Option-B only provides the reusable tools, templates and historical data.

upvoted 1 times

🗨️ 👤 **f07e1dd** 2 months, 1 week ago

Selected Answer: A

OPA's are the tools for proper governance. The enforcement of the OPAs is the program governance.

upvoted 1 times

🗨️ 👤 **Huge** 1 year, 2 months ago

Selected Answer: B

Organizational process assets - plans, processes, policies, procedures and knowledge bases that are specific to and used by the performing organization.

Seems most correct based on the context of the question.

upvoted 1 times

🗨️ 👤 **Sammyr** 1 year, 11 months ago

Organizational process assets

upvoted 1 times

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization and are working with Tracy, one of the project managers in your program. Tracy is having some trouble understanding the concept of the critical path in her project's network diagram. Which one of the following is the best definition of the critical path?

- A. It is the path that carries the most risk of project failure.
- B. It is the path that reveals the earliest date the project can finish.
- C. It is the path with the most important activities in the project.
- D. It is the duration of all the project activities if the labor is summed.

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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.

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Josh is the program manager for his organization and he's leading the analysis for a new program that may be initiated by his company. The analysis is a focus on the return on investment for new software that may be created if the program is initiated. What type of a document is Josh likely creating for his company?

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

You are the program manager of the MQQ Program. Your program will use equipment and materials that are new to your industry. You have some concerns that there will be delays and waste by your program team because they've not worked with these materials or tools before. You elect to send the resources that will work the most with these tools through training. The cost of the training in this instance is known as which one of the following?

- A. Indirect costs
- B. Cost of doing business
- C. Direct costs
- D. Cost of conformance quality

Suggested Answer: *D*

Community vote distribution



Currently there are no comments in this discussion, be the first to comment!

Over the life of your program you've received many change request forms. Some of the change requests have been approved and some have been declined.

Where should you record all change requests and their status?

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

Suggested Answer: A

🗨️ 👤 **6sense** 3 years, 6 months ago

it must be Change log , there is no term of change register in SPM

upvoted 4 times

🗨️ 👤 **chaoman** 3 years, 2 months ago

I concur. It should be change log indeed.

upvoted 2 times

What project management term would you associated with a predetermined budget you're your program?

- A. Program governance
- B. Constraint
- C. Cost baseline
- D. Assumption

Suggested Answer: *B*

Community vote distribution





  **NordSee** 1 month, 1 week ago

Selected Answer: B

I go for B. I checked up several topics but the in the case of predefined budget, it rather say the assumption of budget or constraint.

There is not specific information regarding to phase/process - program definition or formulation/planning sub-process, so I concluded that it would be sort of constraint.

upvoted 1 times

  **tungdt** 1 year, 2 months ago

C is correct answer.

The project management term associated with a predetermined budget for your program is Cost Baseline.

upvoted 2 times

You are the program manager for your organization and working to create the program statement of work for approval by the program director. All of the following information is defined in the program statement of work except for which one?

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization. A new program is about to be initiated and Marcy, your assistant, asks you about the themes that all new programs must map to. All of the following are themes that you can discuss with Marcy except for which one is not a program theme?

- A. Stakeholder management
- B. Requirements analysis
- C. Benefits management
- D. Program governance

Suggested Answer: B

🗨️ 👤 **tungdt** 1 year, 2 months ago

B is correct answer

The theme that is not typically considered a program theme among the options provided is Requirements Analysis. Requirements Analysis is more specific to the processes of identifying and documenting the needs and requirements of individual projects within the program. While it is an important activity within project management and contributes to program success, it is not considered a high-level program theme like the other options.

upvoted 1 times

Part of program management is to understand how the communication model works in a program. The program manager must be able to effectively communicate with the program team and stakeholders. What component of the communication model is responsible for carrying the message?

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization and are planning the composition of the project team. In your organization resources are used from throughout the company and may serve on more than one project. While you, the program manager, will have most of the authority on the program you want the project managers to have authority over the project decisions. What type of an organizational structure does your organization have?

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

Suggested Answer: A

Community vote distribution



🗨️ 👤 **tungdt** 1 year, 2 months ago

A is correct

upvoted 1 times

🗨️ 👤 **[Removed]** 1 year, 9 months ago

Selected Answer: A

A. Strong Matrix structure.

In a strong matrix organization, program and project managers have significant authority and autonomy, and resources are often shared across different projects. The program manager has overall authority on the program, but project managers within the program have authority over project decisions. This type of structure maintains a balance between the authority of the program and project managers, and it allows for efficient resource sharing across projects within the program.

upvoted 1 times

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.

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *D*

Community vote distribution



🗲️ 👤 **LuanND** 1 year, 1 month ago

Selected Answer: D

Quality assurance involves the continuous monitoring and analysis of quality specifications and standards. When discrepancies or areas for improvement are identified, change requests may be generated to address these issues and ensure that the program meets the required quality standards.

upvoted 1 times

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

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

Suggested Answer: A

Community vote distribution



🗨️ 👤 **NordSee** 1 month, 1 week ago

Selected Answer: D

Compare over ROI and the Payback period, the Payback period fit more to funding and management horizon topic.
upvoted 1 times

🗨️ 👤 **f07e1dd** 2 months, 1 week ago

Selected Answer: D

This question/answer is incorrect. Management horizon covers the entire life-cycle and the payback period only covers the point at which a project recovers its initial investment. Please correct.
upvoted 1 times

Hal is the program manager for his organization. He would like your organization to provide his program with 4 tons of pea gravel for a construction project in his program. Hal send you a statement of work and an IFB. What document should you provide to Hal?

- A. Invoice
- B. Proposal
- C. Bid
- D. Quote

Suggested Answer: C

Community vote distribution

B (100%)

🗨️ 👤 **trantridue** 1 year, 1 month ago

Selected Answer: B

Bid: In response to an IFB, you should submit a bid.
upvoted 1 times

🗨️ 👤 **tungdt** 1 year, 2 months ago

C is correct answer.
Given that Hal has sent you a statement of work (SOW) and an Invitation for Bid (IFB), the document you should provide in response is a Bid.

Explanation:

Bid: In response to an IFB, you should submit a bid. This document will outline your proposed price and terms for supplying the 4 tons of pea gravel, based on the specifications and requirements detailed in the SOW and IFB.
upvoted 2 times

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

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

Suggested Answer: C

🗲️ 👤 **tungdt** 1 year, 2 months ago

C is correct

The only technique (or tool) available in the Close Project or Phase process is Expert Judgment.

Explanation:

Expert Judgment: This is a key technique used in the Close Project or Phase process to ensure that all aspects of the phase or project closure are properly addressed. It involves leveraging the knowledge and experience of experts to make informed decisions about closing the project or phase.

This includes:

Ensuring that all project work has been completed.

Verifying that all deliverables have been accepted by the customer or sponsor.

Reviewing and confirming that all project documentation is complete.

Identifying and recording lessons learned.

Ensuring that all administrative closure procedures are followed.

upvoted 1 times

🗲️ 👤 **[Removed]** 1 year, 9 months ago

The only technique (or tool) specifically mentioned in the PMBOK (Project Management Body of Knowledge) for the Close Project or Phase process is C. Expert Judgment.

Expert judgment involves consulting with individuals or groups that have specialized knowledge or training in the relevant area. This expertise can come from a variety of sources, including project stakeholders, industry experts, other project managers, or technical and subject matter experts. During the project or phase closure, expert judgment is used to confirm that all project work is completed satisfactorily, that project objectives have been met, and to ensure that any lessons learned are documented and organizational resources are released or reassigned as necessary.

upvoted 1 times

🗲️ 👤 **Karamurat** 3 years, 11 months ago

Expert judgment: Please see figure 4.1 Project Integration Management Overview in PMBOK Guide

upvoted 1 times

🗲️ 👤 **tsangckl** 4 years, 5 months ago

B ??? expert judgment ? ??

upvoted 2 times

You are the program manager of the NQA Program. In this program you're planning which contract types you'll allow into the program and which ones you will not.

One contract type you won't accept is the cost plus percentage of cost contract. Which of the following is a valid reason you would not allow this contract type into your program?

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

Suggested Answer: *C*

🗨️ 👤 **tungdt** 1 year, 2 months ago

Yes, C is correct

upvoted 1 times

🗨️ 👤 **[Removed]** 1 year, 9 months ago

C. The contract type is the most dangerous for the buyer.

A cost plus percentage of cost contract can be risky for the buyer (in this case, your program) because it provides little incentive for the contractor to control costs. Under this type of contract, the contractor is reimbursed for all legitimate costs incurred during the project plus a percentage of these costs as profit. This means the more the contractor spends, the more profit they make, which can lead to inefficiencies and inflated costs, potentially causing financial risks for the program.

upvoted 1 times

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

Your program has just been chartered during the program initiation process. Your program also needs to create three program statements. Which program statement defines how your program will manage tradeoffs, competing objectives, and program and organization decisions?

- A. Value
- B. Vision
- C. Scope
- D. Mission

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Which of the following is not a phase of program life cycle?

- A. Program Initiation
- B. Program Closure
- C. Program Setup
- D. Program Planning
- E. Delivery of Program Benefits
- F. Pre-program Preparation

Suggested Answer: *D*

Community vote distribution



🗲️ 👤 **tsangckl** Highly Voted 👍 11 months, 1 week ago

I think this q is outdated
upvoted 7 times

🗲️ 👤 **f07e1dd** Most Recent ⌚ 2 months, 1 week ago

Selected Answer: F

CLEARLY - Program Planning is a sub-phase of the Definition Phase. C, E, and F are all CLEARLY incorrect. I have lost faith in this exam model.
Everyone should get their money back.
upvoted 1 times

🗲️ 👤 **Corners** 10 months, 4 weeks ago

Planning phase is the part of program life cycle, sub phase of Definition program phase.
upvoted 3 times

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

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

Program management has several themes that the program manager must be aware of.
Which one of the following is not a program management theme?

- A. Benefit management
- B. Stakeholder management
- C. Program governance
- D. Organizational planning

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

- A. Sales meeting
- B. Select sellers process
- C. Bidder conference
- D. Negotiations

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Community vote distribution



 **TheAWSGuru** 12 months ago

Selected Answer: C

C is corect

upvoted 2 times

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Community vote distribution

B (100%)

🗨️ 👤 **NordSee** 1 month, 1 week ago

Selected Answer: B

In the end, I also reached the B is good.

Because during kick-off meeting, participants capture the strategic intent, aligning everyone on what the project is aiming to achieve and how it will be managed.

It includes the project scope, objectives, timeline, and approach, which are essential for execution.

It sets the foundation for team coordination, stakeholder engagement, and accountability.

The other options cover partly so I concur B.

upvoted 1 times

🗨️ 👤 **tungdt** 1 year, 2 months ago

B is correct.


While understanding the project's initiation reasons is important, the kick-off meeting primarily focuses on setting up the project for execution.

upvoted 1 times

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

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

Suggested Answer: *C*

  **LuanND** 9 months, 2 weeks ago

I really can't map the answer. Please help me for detail plz.

upvoted 1 times

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

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Management is trying to determine which program to initiate. Each of the potential programs has the possibility of creating an income for each it is in existence.

Management would like to consider the present value for each year a program creates a return on investment. What program selection method is management using in this instance?

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Community vote distribution

B (100%)

🗲️ 👤 **SyedCert** 1 year, 2 months ago

Selected Answer: B

Communication channel formula: $N * (N-1) / 2$

Current stakeholders: 345 (Current communication channels: $345 * 344 / 2 = 59340$)

Next week stakeholders: 387 (Next week communication channels: $387 * 386 / 2 = 74691$)

Difference between next week and current week: $387 - 345 = 74691 - 59340 = 15351$

upvoted 4 times

🗲️ 👤 **ss44** 1 year, 4 months ago

can you help on how is the calculation and what formula is used

upvoted 1 times

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

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Community vote distribution

B (100%)

🗨️ 👤 **NordSee** 1 month, 1 week ago

Selected Answer: B

I'd like to choose B, due to the budget have aligned in the planning phase.

Out of this is arisen the program executing result.

Change request: arises by execution issues or opportunities

Request to terminate program: can result from performance or strategic review - phase gate review/kill point

result of program: no doubt

upvoted 1 times

🗨️ 👤 **tungdt** 1 year, 2 months ago

D is correct.

A request to terminate the program is not an output of the Direct and Manage Program Execution process. This process focuses on executing the program activities according to the program management plan, producing results of program work, managing the program budget, and handling change requests as necessary. Termination requests typically arise from other circumstances or processes, such as risk management or decision-making processes related to program closure.

upvoted 1 times

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

What type of report is Paula likely to create in this instance?

- A. Earned Value Management report on the schedule performance index
- B. Exceptions report
- C. Status report
- D. Quality Control Report

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *D*

Community vote distribution

B (100%)

🗲️ 👤 **tungdt** 1 year, 2 months ago

B is correct

upvoted 1 times

🗲️ 👤 **happykaur** 1 year, 6 months ago

Selected Answer: B

There is no Stakeholder Management or Interface Mgmt Plan in PGMPBOK

upvoted 1 times

🗲️ 👤 **snow5** 4 years, 4 months ago

It is D simply cuz the question is asking about interact

upvoted 2 times

🗲️ 👤 **tsangckl** 4 years, 5 months ago

Sorry it is B. communication management plan, there have no stakeholder management plan, only engagement plan

upvoted 2 times

🗲️ 👤 **tsangckl** 4 years, 5 months ago


I pick A

upvoted 1 times

What is a stakeholder analysis chart?

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

Suggested Answer: *C*

🗨️  **tungdt** 1 year, 2 months ago

C is correct

This matrix helps in understanding each stakeholder's potential impact on the project, their concerns or threats, and how to effectively communicate with them to ensure their needs and concerns are addressed.

upvoted 1 times

You are the program manager for the GHT Program for your company. This program has a budget at completion of \$789,000 and is currently 40 percent complete, though it was scheduled to be 50 percent at this time. Your program has spent \$325,000 of the budget to date. Based on this information, how many pennies is your program losing per dollar spent on the work?

- A. 11
- B. 20
- C. 3
- D. 1

Suggested Answer: *C*

Community vote distribution



 **happykaur** 1 year ago

Selected Answer: C

$1 - \text{CPI} = 1 - 0.971 = 0.03$

upvoted 1 times

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

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

Suggested Answer: A

Community vote distribution

C (100%)

🗳️ 👤 **tungdt** 1 year, 2 months ago

C is correct

The Staffing Management Plan details how human resources will be acquired, managed, and released throughout the program. It includes roles and responsibilities, staff acquisition strategies, and resource calendars. By updating this plan, Wanda can ensure that the program team members are appropriately assigned to tasks that align with their skills and capabilities. This plan also addresses team development needs, such as training, mentoring, or coaching, to enhance collaboration and performance within the program. Thus, the Staffing Management Plan is crucial for managing the human aspects of team development in the context of program execution.

upvoted 1 times

🗳️ 👤 **[Removed]** 1 year, 9 months ago

Selected Answer: C

C. Staffing Management Plan.

The Staffing Management Plan is a part of the human resource management aspect of a program. It outlines how the program will acquire, develop, and manage its team members. This plan typically includes information about team development, training needs, recognition, and rewards. In Wanda's case, where team members are new and come from different parts of the organization, this plan would be critical to identify and address the team development needs specific to the program's objectives and activities.

upvoted 1 times

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

Suggested Answer: A

Community vote distribution



Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *B*

Community vote distribution



Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization and are working with your program team to create the program scope. Based on the program requirements you have identified the major deliverables of each phase in your program scope. Management has requested that you plan for cost estimating to happen at each phase of the program before continuing the work. Management may elect to cancel the program at the end of each phase based on past performance of the program. What are the reviews of management called at each phase?

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!



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

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

Robert create along with the project managers to ensure that the resources are scheduled and managed effectively?

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

Suggested Answer: A

  **tungdt** 1 year, 2 months ago

A is correct

A Resource Management Plan outlines how resources will be identified, acquired, and managed throughout the program. This plan includes details about resource allocation, scheduling, responsibilities, and communication strategies among project managers to ensure that resources are utilized efficiently and conflicts are minimized. It helps in planning and coordinating the use of resources across multiple projects, ensuring that all project needs are met in a timely and organized manner.

upvoted 1 times

  **[Removed]** 1 year, 9 months ago

A. Resource Management Plan.

The Resource Management Plan is a key document in program and project management that outlines how resources will be estimated, acquired, managed, and controlled. In a matrix organization where resources are shared across multiple projects, this plan is crucial. It would detail the allocation of resources, the timing of their usage, and the coordination among different project managers to ensure that resource availability aligns with project needs. The plan helps in avoiding conflicts and over-allocation of resources, thereby facilitating smooth execution of projects within the program.

upvoted 1 times

Wan is the program manager for his organization. He has been hearing reports that some project team members are complaining about the number of hours they're required to work on the program's projects and that some scheduling of team assignments are conflicting with their regular operational duties. You investigate the problem and agree that many team members are being assigned too much work within a given time period. You decide to enforce resource leveling heuristics to thirty hours of project work per week maximum. What will likely happen to the program and projects?

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

🗨️ 👤 **tungdt** 1 year, 2 months ago

A is correct

By subdividing the program scope into smaller, manageable components to determine the activity list, Ben and his program team are creating a: A Work Breakdown Structure (WBS) is a hierarchical decomposition of the total scope of work to be carried out by the program team to accomplish the program objectives and create the deliverables. It breaks down the program scope into smaller, more manageable components, which helps in identifying all the activities that need to be completed. This process is crucial for planning, organizing, and managing the program's work.

upvoted 1 times

🗨️ 👤 **6sense** 4 years ago



program scope is deliverable based not scope based !! wrong Answer!

upvoted 1 times

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

- A. Change requests
- B. Performance reports
- C. Forecasts
- D. Earned value management

Suggested Answer: A

  **tungdt** 1 year, 2 months ago

A is correct

change requests are a part of managing the schedule (as they may result from schedule control activities), they are not a tool or technique used to perform schedule control. Instead, they are typically an output of the schedule control process when adjustments to the schedule are needed. The other options—performance reports, forecasts, and earned value management—are more directly involved in analyzing and controlling the schedule.

upvoted 2 times

Julie is the program manager of the NHQ Program for her organization and she believes the program is now complete. Julie is closing her program, and she's working with her program sponsor to review the program's deliverables and benefits. Janet, the program sponsor, is very pleased with the program and agrees that the program has met the program scope. What should Julie and the program sponsor do next?

- A. Close the constituent projects before closing the program
- B. Complete the program's budget
- C. Release the program's resources
- D. Sign the certificate of program closure

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization and you are trying to determine the possible outcomes of a risk event. You're analyzing the risk event's worst case scenario, most likely scenario, and optimistic scenario to simulate the possible affects of the risk on the program's cost, time, and scope ramifications. What simulation technique are you using in this situation?

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

Suggested Answer: A

Community vote distribution



 **TheAWSGuru** 12 months ago

Selected Answer: B

How can this be Monte Carlo
upvoted 1 times

You are the program manager for your project. You are working with the project managers regarding the procurement processes for their projects. You have ruled out one particular contract type because it is considered too risky for the program. Which one of the following contract types is usually considered to be the most dangerous for the buyer?

- A. Cost plus incentive fee
- B. Cost plus percentage of costs
- C. Time and materials
- D. Fixed fee

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

Julie is the project manager of the NHQ Project. She and her project team have successfully finished the project and the customers have signed the project closure agreement. Julie has compiled all of the project records and the project's lessons learned documentation. What should Julie do with the project's lessons learned documentation?

- A. These are for Julie's reference when she is reviewed by the project sponsor.
- B. These are given to the project sponsor so he can review the project.
- C. These are given to the project steering committee so they may review the project performance.
- D. These are transferred to the lessons learned knowledge base.

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

Which of the following statements are true regarding the Monitoring and Controlling Program Risks process? Each correct answer represents a complete solution.

Choose all that apply.

- A. Risk Monitoring and Control is an ongoing process for the life of the program.
- B. Planned risk responses should be continuously monitored for new and changing risks.
- C. Monitoring reduces the impact of risk by identifying, analyzing, reporting, and managing risks on a continuous basis.
- D. It is the process of selecting the most suitable response to reduce the threats to the program objectives.

Suggested Answer: *ABC*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

Which of the following program process outputs includes causes of variances from the program management plan, corrective actions taken and their outcomes, risk mitigations, and other information of value to management and stakeholders of future programs?

- A. Lessons learned
- B. Supporting details
- C. Program management plan updates
- D. Assumptions

Suggested Answer: A

Community vote distribution

A (100%)

🗨️ 👤 **NordSee** 1 month, 1 week ago

Selected Answer: A

Due to contains following information, the lesson learned (document) shall be correct for this case.

- Causes of variances from the program management plan
- Corrective actions taken and their effectiveness
- Insights and recommendations for future programs
- Stakeholder feedback and management observations

On the other hands, the assumptions are initial beliefs or condition used during planning, so it's not related. Next, the program management updates are reflecting current changes to the plan so it's also not a retrospective analysis. The supporting details aren't process.

upvoted 1 times

You are a program manager of a program. You are required to compile performance data of your program. These data will be sent to relevant stakeholders. You are reviewing the status reports of all projects including the costs, schedule, scope, risks, and other performance data. In which of the following processes are you working on?

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



Suggested Answer: D

Community vote distribution

D (71%)

14%



14%

  **c9619c8** 1 month, 2 weeks ago



Selected Answer: C

If the question asks:
“Which process group does this activity fall under?” → D. Monitor and Control Program Performance is valid.

But if the question asks:
“Which specific process are you performing when compiling and sending performance data?” → C. Report Program Performance is precise and correct.
That's why C is the best answer!
upvoted 1 times

  **tungdt** 1 year, 2 months ago

D is correct
Report Program Performance for Program Close
upvoted 1 times

  **hanyulin** 1 year, 5 months ago

Selected Answer: D

D is the right answer for spm V4.
upvoted 2 times

  **hanyulin** 1 year, 5 months ago

Selected Answer: A

A is the right answer for spm V4.
upvoted 1 times

  **hanyulin** 1 year, 5 months ago

Sorry answer D.
upvoted 1 times

  **happykaur** 1 year, 6 months ago

Selected Answer: D

Remaining are not processes as per PGMP
upvoted 3 times

  **[Removed]** 1 year, 9 months ago

C. Report Program Performance.

The Report Program Performance process involves collecting, analyzing, and distributing performance information about the program. This includes status reports, progress measurements, and forecasts, which are then communicated to stakeholders. The goal of this process is to provide stakeholders with information regarding how well the program is performing against its planned objectives and any areas where corrective action might be needed.
upvoted 2 times

  **NordSee** 1 month, 2 weeks ago

The question says "process", so I wonder C is correct.

In my opinion, D is better rather than C.

upvoted 1 times

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

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

Suggested Answer: *D*

  **ReevesT** 1 year, 2 months ago

It is 'Register' not Registry
upvoted 1 times

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

Identify the term described in the statement given below? "The use of it should be reviewed along with an assessment of their effectiveness. This will aid the program management in determining if risks to the program are being effectively managed. It also provides feedback to the program management on any projects that need to be recovered or terminated."

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

Suggested Answer: C

Community vote distribution



🗨️ 👤 **NordSee** 1 month, 1 week ago

Selected Answer: D

I found an article which issued by PMI as follows, I changed my mind to Option-D.
<https://www.pmi.org/learning/library/interfacing-earned-value-risk-management-6452>

we could have risk based Earned Value and integrated this into program governance.

In this case, I could choose Option-D.

upvoted 1 times

🗨️ 👤 **NordSee** 1 month, 2 weeks ago

Selected Answer: C

I think C would be nicer because question says "risk" in the line so we can choose risk related answer from options. It's the C - contingency reserve. About option D, I have no confidence whether it has any relation with a risk...off course it can utilize to judge to close program if it gets lower than threshold from OPA.

upvoted 1 times

🗨️ 👤 **TheAWSGuru** 12 months ago

Selected Answer: C

C is correct

upvoted 1 times

🗨️ 👤 **happykaur** 1 year, 6 months ago

Selected Answer: D

Earned Value

upvoted 1 times

You work as a program manager for a large construction program. Your program includes constructing hotels across the country. You collect information on the status of the program. During comparison with the original plan you find the 200 hotels have been completed as against 275 hotels planned as of today. In which program process are you working on?

- A. Monitor and Control Program Scope
- B. Monitor and Control Project Performance
- C. Monitor and Control Program Schedule
- D. Manage Program Issues

Suggested Answer: C

Community vote distribution



🗨️ 👤 **happykaur** 1 year ago

Selected Answer: C

Program schedule monitoring and controlling is the activity of ensuring the program produces the required capabilities and benefits on time. This activity includes tracking and monitoring the start and finish of all high-level component and program activities and milestones against the program master schedule planned timelines. Updating the program master schedule and directing changes to individual component schedules is required to maintain an accurate and up-to-date program master schedule.

upvoted 1 times

🗨️ 👤 **happykaur** 1 year ago

Selected Answer: B

Monitoring and controlling activities are performed by both program- and project-level components during delivery management. These activities include collecting, measuring, and disseminating performance information to track progress against the program objectives and assess overall program trends. Continuous monitoring gives the program management team insight into the current health of the program and identifies areas that require special attention. Monitoring activities determine if and when controlling activities, such as corrective or preventive action, are needed to bring the program back in alignment with the strategic priorities

upvoted 1 times

Martha is the program manager for her organization. One of the projects of a program is done but is also considerably over budget. Kay, the project manager, has elected to crash the project in order to recoup schedule delays but this increased the project costs. What should Martha instruct Kay to do with the information regarding the schedule delays and cost overruns?

- A. Create an entry in the lessons learned documentation and explain her reasoning behind the corrective actions.
- B. File the information as part of the project final report.
- C. Create a variance report.
- D. Create an exceptions report.

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: ABD

Community vote distribution

ABD (100%)

🗨️ 👤 **NordSee** 1 month, 1 week ago

Selected Answer: ABD

I concur A, B and D because the technic used in procurement administration are as follows,

- Contract Performance Reviews; Regularly assess vendor delivery against contract terms.
- Change Control Procedures; Manage modifications to procurement scope or terms.
- Payment Verification and Reconciliation; Ensure accurate and timely payments aligned with deliverables.
- Procurement Audits; Evaluate procurement activities for compliance and efficiency.
- Risk Monitoring; Track procurement-related risks and apply mitigation strategies.
- Stakeholder Communication; Keep internal and external stakeholders informed of procurement status.

upvoted 1 times

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: C

🗨️ 👤 **Salim_7** 2 years, 10 months ago

Enterprise Environment Factors (EEFs) include all policies, practices, procedures, and legislation that exist both inside and outside of the organization that will impact the way you manage a project.

upvoted 1 times

🗨️ 👤 **c9619c8** 1 month, 2 weeks ago

You mean OPAs, not EEFs!

upvoted 1 times

🗨️ 👤 **6sense** 3 years, 6 months ago

must be Project Governance ; Enterprise environmental factors - does not have rules & regulation a

upvoted 2 times

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

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

- 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.

Suggested Answer: *ACD*

Community vote distribution

ACD (100%)

🗨️ 👤 **NordSee** 1 month, 1 week ago

Selected Answer: ACD

Only the Option-B indicates the topics of project charter therefore, need to select A, C and D in this case.

upvoted 1 times

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

- A. Waterfall management
- B. Rolling wave planning
- C. Scope refinements
- D. Incremental planning

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization. Management has assigned you to a new program that has been chartered. Your team is in the process of the

Manage Program Issues process. One of the two outputs of this process is change requests. Which one of the following is the other one?

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

Suggested Answer: *D*

Community vote distribution



Currently there are no comments in this discussion, be the first to comment!

You are a program manager for an environmental program. The program involves installation of windmill across the country. During execution of the project, a stakeholder raises a change request to add an additional module with the existing installation. The program governance board has approved the change request.

Which of the following is true regarding this scenario?

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Paul is the program manager for his company. He along with his team is working on the Monitor and Control Program Changes process. The process will need several inputs. Which one of the following items is NOT an input to the Monitor and Control Program Changes process in the program management?

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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.

Suggested Answer: *ACD*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization. Your current program has fourteen projects and one project manager in your program is about to close her project. She will need all of the following inputs to the close project process except for which one?

- A. Project management plan
- B. Organizational process assets
- C. Project deliverables
- D. Quality control measurements

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

What is another term that can be assigned to the pre-program analysis and research to determine if a program should be initiated?

- A. Program scope statement definition
- B. Feasibility study creation
- C. Business case creation
- D. Program charter creation

Suggested Answer: *C*

Community vote distribution



🗨️ 👤 **hanyulin** 11 months, 4 weeks ago

Selected Answer: C

C is the right answer.

upvoted 1 times

🗨️ 👤 **happykaur** 1 year ago

Selected Answer: C

Answer is business case

Using the business case, organizational goals, and other existing initiatives as a base, this process assesses the feasibility of the program within the organization's financial, sourcing, complexity, and constraint profile. This analysis contributes to the body of information that decision makers require to approve or deny the program proposal.

upvoted 2 times

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

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

Don is the project manager of the NQP Project for his organization. This project is scheduled to last for 18 months and will have several elements of the project that have government regulations. Management is concerned with the regulations and would like Don to report on the activities that will be affected by the regulations. What document should Don reference for information on the activities and the regulations?

- A. Risk management plan
- B. Risk register
- C. Activity list
- D. Activity list and attributes

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

Complete the following phrase about quality management:

Quality is ____ into a program, not ____ into a program.

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for a new software development program. One of the developers has been adding extra fields for information in the software that was not part of the original program scope. While the fields are a good idea, the customer did not ask for the information and some time has been wasted on this work that was not in the program scope. This is an example of which one of the following terms?

- A. Preventive action
- B. Corrective action
- C. Gold plating
- D. Program scope change

Suggested Answer: *C*

Community vote distribution



🗲️ 👤 **tsangckl** Highly Voted 👍 3 years, 11 months ago

I pick C.

It is gold plating

upvoted 5 times

🗲️ 👤 **LuanND** Most Recent 🕒 9 months, 2 weeks ago

Selected Answer: C

Totally agree with C

upvoted 1 times

🗲️ 👤 **6sense** 3 years, 6 months ago

its Gold plating

upvoted 3 times

You are the program manager for your organization. Your current program has a budget at completion of \$3,450,000 and is expected to last two years. The program is currently 30 percent complete and has spent ten percent more than what it should have to arrive at this point in the program schedule. Based on this information, what is estimate at completion (EAC) for this program?

- A. \$2,656,500
- B. There is not enough information to know.
- C. \$3,795,000
- D. \$1,035,000

Suggested Answer: C

🗨️ 👤 **SyedCert** 1 year, 2 months ago

Here you go.

$$EAC = AC + (BAC - EV)$$

$$AC = \$3,450,000 * 0.4 = 1,380,000 \text{ (40\% is used question say spent 10\% more than actual 30\%)}$$

$$BAC = \$3,450,000 \text{ (BAC - Budget at completion is provided in the question)}$$

$$EV = BAC * \% \text{ completed i.e. } 30\% = \$3,450,000 * 0.3 = 1,035,000$$

$$\text{So } EAC = 1,380,000 + (\$3,450,000 - 1,035,000) = 3,795,000$$

upvoted 2 times

🗨️ 👤 **ss44** 1 year, 4 months ago

please provide the calculation to arrive at the answer. thank you.

upvoted 1 times

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

A program has a BAC of \$550,000 and is currently 45 percent complete though was actually scheduled to be 55 percent complete by this time. The program has spent, however, \$265,000 to date. Based on this information what is the cost performance index (CPI) for this program?

- A. .93
- B. .82
- C. \$323,889
- D. -\$38,889

Suggested Answer: A

🗉 👤 **SyedCert** 1 year, 2 months ago

$CPI = EV/AC$

$CPI = (550000 \times 0.45)/265000$

$CPI = 0.933$

upvoted 2 times

What document should you provide to the vendors if you're only interested for a set fee for their materials?

- A. IFB
- B. RFP
- C. RFI
- D. SOW

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Which earned value management formula can help you determine how likely it is that you'll complete the program based on the amount of cash left in the program budget?

- A. Estimate at completion
- B. Variance at completion
- C. To-complete performance index
- D. Estimate to complete

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

You are the program manager for your organization and you are dealing with your program stakeholders. You are explaining to them, along with your program team, how certain activities in the program may cause delays in the schedule if the associated risk events come into play. The cost of impact of the risk events are minimal, but the schedule impacts could be bigger. The stakeholders are concerned about delaying the schedule beyond a given due date for the program. They would like you to determine if it is possible to add more labor, use a higher grade of material, or hire some consultants to ensure the risks do not occur in the program. They are not much concerned about the cost of the solution as long as the solution or identified risks do not delay the program completion. What type of risk response are your program stakeholders recommending in this situation?

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

Communication is large percentage of program execution as the program manager must communicate with the appropriate stakeholders. In larger programs face- to-face communication is not always possible. When emails are used what verbal aspect of communication is lost?

- A. Barriers
- B. Noise
- C. Nonverbal
- D. Paralingual

Suggested Answer: *D*

Community vote distribution

D (100%)

🗲️ 👤 **happykaur** 1 year, 1 month ago

Selected Answer: D

Paralinguistics refers to the non-verbal elements of speech, which accompany spoken language and contribute to communication. This includes aspects like tone, pitch, volume, intonation, rhythm, and other vocal qualities that convey meaning beyond the literal words spoken. Paralinguistics play a crucial role in understanding the speaker's emotions, attitudes, and intentions.

upvoted 2 times

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Tom is program manager for his organization. His program is scheduled to last ten months and has a cost estimate for the program of \$550,000. It is now month nine and Tom reports that he actually has a cost variance of a positive \$56,000. While Tom is pleased, the new management is not. Why is a positive cost variance not necessarily good news?

- A. A poor cost estimate prevented the organization from adding things to the program scope.
- B. Tom has overestimated the cost of the program.
- C. A poor cost estimate could affect the organization's decisions to invest the funds elsewhere .
- D. Tom has forgot to include deliverables in the program.

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *B*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *D*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

Who owns the program?

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

Suggested Answer: C

Community vote distribution

D (100%)

tsangckl

Highly Voted

3 years, 11 months ago

It is D.

upvoted 5 times

NordSee

Most Recent

1 month, 2 weeks ago

Selected Answer: D

I think D is best

upvoted 1 times

jriff

1 year, 10 months ago

the term Program Director is not found in the the standard for Program Management

upvoted 3 times

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

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!

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

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

Suggested Answer: A

Currently there are no comments in this discussion, be the first to comment!

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

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

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

Suggested Answer: *C*

Currently there are no comments in this discussion, be the first to comment!