

Practice Exam Questions



Program Management Professional



EXAMKILLER

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PMI

Exam PgMP

Program Management Professional (PgMP)

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[Total Questions: 452]

Question No : 1

Kelly's program is slipping on its schedule. Management is worried that the program will be late and this will cost the organization several thousand dollars in fines and penalties. They've asked Kelly to use a schedule duration compression technique that will help the program finish on time. The technique that Kelly can use, however, should not add costs to the program. What duration compression technique should Kelly use in this instance?

- A. Crash the program
- B. Add lead time to the program
- C. Trim the program scope
- D. Fast track the program

Answer: D

Question No : 2

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

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

Answer: B

Question No : 3

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

Answer: B

Question No : 4

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

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

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

Answer: D

Question No : 5

A company is releasing a new product geared toward a specific geographic area. The program manager has

received the program objectives and developed the program roadmap, which consists of six program components. Approval from the program governance board has been obtained.

What is the program manager's next step?

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

Answer: C

Question No : 6

Component project managers create project management plans for all component projects in a program. The program manager notices that some project managers prefer one status report template, while others prefer another.

How should the program manager decide which template is appropriate?

- A. Review the issue with the program management office (PMO) to determine which template to use.
- B. Review the issue with the project managers and come to mutual agreement on which template to use.
- C. Meet with the program governance board to select an appropriate template.
- D. Allow the component project managers to use their preferred templates.

Answer: B

Question No : 7

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

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

Answer: D

Question No : 8

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

\$789,000. The program is supposed to be 35 percent complete but do to some delays you're slightly behind schedule. Based on this information, what is the schedule variance (SV) of this program?

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

Answer: D

Question No : 9

A program manager concurrently implements a software program at four client locations. The client's objective is to maintain quality while shortening the software implementation timeline.

What key elements should be included in the benefits register to achieve this goal?

- A. Plans for tracking and communicating risks associated with the program
- B. Plans for conducting program quality assurance and control on a regular basis
- C. Plans for program schedule control to meet the shorter timeline
- D. Plans for defining metrics and key performance indicators (KPIs), and procedures to measure benefits.

Answer: D

Question No : 10

Which of the following terms is used for a schedule compression technique where two

activities that were previously scheduled to start sequentially start at the same time?

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

Answer: A

Question No : 11

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

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

Answer: A,B,D

Question No : 12

A program receives initial approval from the selection committee to proceed with the program development. What should the program manager do next?

- A. Define the program architecture and assign the benefits realization to the component projects.
- B. Complete the program setup to establish a firm foundation of support and approval for the program.
- C. Analyze lessons learned and historical information to validate the program's expected outcomes.
- D. Continue to develop the high-level program road map.

Answer: D

Question No : 13

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

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

Answer: C

Question No : 14

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

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

Answer: D

Question No : 15

A program manager for an electronic gaming manufacturer is managing a new virtual reality program. An international trade agreement in the final stages of renegotiation will reduce supply-chain costs and delivery intervals. A materials supplier informs the program manager that when this agreement is finalized, it will shorten the product's delivery time.

What should the program manager update first?

- A. Procurement management plan
- B. Benefits register
- C. Risk register

D. Benefits management plan

Answer: B

Question No : 16

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

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

Answer: B

Question No : 17

What does RACI stand for?

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

Answer: B

Question No : 18

A newly appointed country manager suggests that the regional program manager use a social media platform to expedite communications and address QUESTION NO:s. The new country manager used this social media platform at a previous job.

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

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

Answer: D

Question No : 19

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 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.

Answer: B

Question No : 20

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

Answer: B

Question No : 21

In preparation for the development and submission of the program master schedule to a client, the program manager meets with the component project manager and master program scheduler to discuss the work breakdown structure (WBS).

During the meeting, the master scheduler indicates that the master program schedule should include which of the following?

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

Answer: D

Question No : 22

A new program is comprised of four component projects. The program manager must assign project managers to each of the four projects. There are eight potential project managers to consider.

What should the program manager do before assigning the project managers?

- A. Determine budgetary constraints related to the project managers' salaries
- B. Request performance feedback from the project managers' line managers
- C. Evaluate the project managers' skills and match them to the needs of the projects
- D. Interview each project manager to determine their career aspirations

Answer: C

Question No : 23

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.

Answer: B

Explanation: Section: Volume A

Explanation

Question No : 24

Throughout a multiyear program, component projects are transitioned to the customer. During the project acceptance phase, a potential risk is identified and brought to the program team's attention.

What should be done with the identified potential risk?

- A. Incorporate it into the risk register and perform a thorough analysis.
- B. Mitigate the risk before it is incorporated into the risk management plan.
- C. Document the risk in the program transition plan and identify it as a potential issue.
- D. Document it in the issue log and immediately notify the steering committee.

Answer: A

Question No : 25

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

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

Answer: A

Question No : 26

A program is near completion and the benefits will be delivered shortly. The program manager prepares to initiate program closeout activities to release the program resources.

Before initiating closeout and releasing the resources, what should the program manager do?

- A. Review the benefits management plan with the program sponsor
- B. Obtain approval from the sponsor to close the program
- C. Prepare performance evaluations for all program personnel
- D. Prepare performance evaluations for all project personnel

Answer: B

Question No : 27

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

Answer: C

Question No : 28

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

likely will need to do in this final project phase. Where can Alice check regarding this project?

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

Answer: B

Question No : 29

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

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

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

Answer: D

Question No : 30

A multi-year complex program will deliver advanced driver assistance system (ADAS) components for autonomous vehicles. Several key stakeholders are concerned because they have not been regularly involved with the program and do not understand the program's benefits.

What should the program manager do to address these key stakeholders' concerns?

- A. Meet with the stakeholders and update the stakeholder map.
- B. Create a progress report to share with stakeholders after the next status meeting.
- C. Capture stakeholder expectations, and revise the stakeholder engagement plan.
- D. Update the communications management plan after meeting with the program steering

committee.

Answer: C

Question No : 31

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

Answer: D

Question No : 32

A program manager needs to establish direction and identify the essential aspects of a program. In addition, they must ensure that the context and framework of the program are properly defined, assessed, and documented.

Which document will be created to support this activity?

- A. Program resource management plan
- B. Program management plan
- C. Program master schedule
- D. Program scope statement

Answer: D

Question No : 33

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

Answer: B

Question No : 34

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

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

Answer: C

Question No : 35

The program manager takes over a poorly performing program. After a review of the documentation and interviews with the program sponsor, stakeholders, and program constituents, the program manager realizes that the program is not aligned with the corporate/organizational goals. The program manager must realign the constituent projects and components to meet the program's needs.

What action should the program manager take to realign the program?

- A. Assess the program schedule and determine how to maintain all projects and components within the program.
- B. Discuss the situation with the program stakeholders and let them decide which projects to accelerate and which to close.
- C. Discuss the situation with the program sponsor(s) and let the sponsor(s) make the decision as to which projects to accelerate and which to close.
- D. Develop a change request to present to the governance board, accelerate some projects, close some projects, and reassign some resources.

Answer: A

Question No : 36

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

Answer: C

Question No : 37

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

Answer: D

Question No : 38

A regional finance program is impacted by a new currency regulation issued by a country in

the region. The new regulation requires changes to the financial statements of that country's branches by the end of the fiscal year. Failing to comply with the regulation may result in fines and/or closure of the branches. A branch general manager immediately meets with the program manager to select and secure a local fiscal expert to support

the regulation, as these types of resources are in high demand. There is a high risk that the changes will not be completed on time if the resource is not secured.

What should the program manager do to address the risk?

- A.** Build a coalition with local companies that can influence the government to renegotiate the imposed deadline.
- B.** Create fine and closure scenarios to assess the impact on the program and create a contingency plan.
- C.** Generate a delivery incentive contract with the selected fiscal expert to ensure on-time delivery of the revised financial statements.
- D.** Assess the risk, incorporate it in the program's risk management plan, and meet with the steering committee.

Answer: B

Question No : 39

The program manager plans to address a negative cost variance generating a red flag in the program management status report.

What should the program manager do?

- A.** Contact the project sponsors to present the details, impacts, and possible corrective actions regarding the negative cost variance.
- B.** Gather all the details, analyze impacts, determine corrective actions and present the findings to the governance board for direction.
- C.** Work with program sponsor to compile impact analysis data to obtain additional funding for the program.
- D.** Ask the program team to compile all details, analyze impacts, determine corrective actions and present to the governance board for direction.

Answer: B

Question No : 40

The program manager wants to ensure that a program contributes to shareholder value.

The program manager should verify alignment with which of the following?

- A. Program charter
- B. Organizational structures and policies
- C. Organizational strategic objectives
- D. Program governance plan

Answer: C

Question No : 41

What does CPI value less than 1.0 indicates?

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

Answer: A

Question No : 42

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

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

Answer: C

Question No : 43

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

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

Answer: A

Question No : 44

You are the program manager for your organization. A new program is about to 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

Answer: B

Question No : 45

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
- B. 1.05