Program Management Professional

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

A. Change requests

B. Earned value management results

C. Stakeholder analysis plan

D. Performance reports

Answer(s): C

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

A. Percent complete times percent remaining in the program

B. Percent completes time the program cost estimate

C. Percent complete times the program budget at completion

D. Percent complete times the program cost of labor and materials

Answer(s): C

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

A. Screening system

B. Scoring model

C. Vendor analysis requirements

D. Evaluation criteria

Answer(s): A

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

A. Requirements document

B. Project charter

C. Business case

D. Scope statement

Answer(s): C

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

A. Quality control

B. Scope verification

C. Quality assurance

D. Planning

Answer(s): C

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6. Your company and a competing company have created a teaming agreement for an opportunity. Through this team agreement you and your competitor can complete a major program for a client. This is, technically, a risk response for both organizations. What type of risk response are you dealing with in this instance?

A. Teaming

B. Exploiting

C. Accepting

D. Sharing

Answer(s): D

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

A. Gold plating

B. Errors and omissions

C. Expert judgment by the project manager

D. Value added change

Answer(s): A

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8. Andy is the program manager of the HQN Program. This program is nearing its completion and there is still $25,000 left in the program budget. Andy has asked the program team to identify

some extra deliverables that can be included in the program scope to improve the program deliverable but also to use all of the funds in the budget. What term is assigned to the actions that Andy is trying to do in this instance?

A. Value-added change requests

B. Zero based budgeting

C. Integrated change control

D. Gold plating

Answer(s): D

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

A. Sensitivity analysis

B. Stakeholder analysis

C. Monte Carlo simulation

D. Force field analysis

Answer(s): D

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

A. This is an example of a preventive action.

B. This is an example of team development.

C. This is an example of quality assurance.

D. This is an example of a corrective action.

Answer(s): A

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

A. Quality control

B. Benefits management

C. Direct and manage program execution

D. Quality assurance

Answer(s): C

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

A. $1,550,850

B. $3,532,000

C. $2,502,750

D. $2,661,750

Answer(s): D

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

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

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

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

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

Answer(s): C

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14. Where are negative risks recorded?

A. Negative risk register

B. Risk management plan

C. Risk register

D. Issues log

Answer(s): C

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

A. $400,498

B. $521,345

C. $505,620

D. $385,450

Answer(s): A

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

A. Face-to-face

B. Many-to-many

C. Ad hoc conversation

D. One-to-many

Answer(s): A

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

A. It depends on what the outcome of a lawsuit will determine.

B. No, the ZAS Corporation did not complete all of the work.

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

D. Yes, the ZAS Corporation did not choose to terminate the contract work.

Answer(s): C

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18. Mike is the program manager of the NHQ Program. Mike and a vendor are in disagreement over the deliverable the vendor has created for Mike's program. Mike does not believe the vendor

has correctly created the deliverable, while the vendor is adamant that his company has indeed completed the contract. Both parties have documented their stance in the debate.
This is an example of what?

A. Breach of contract

B. Issue

C. Risk

D. Claim

Answer(s): D

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

A. Parkinson's Law

B. Law of Diminishing Returns

C. 80/20 Law

D. Pareto's Law

Answer(s): A

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

A. Performance reports

B. Staff variance reports

C. Exceptions report

D. Lessons learned

Answer(s): A