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PgMP

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### QUESTION 1

The chief executive officer (CEO) informs the program manager that the delivery date for project A must be compressed by two months to accommodate market needs. Project A relies upon deliverables from projects B and C. Which of the following should the program manager do first?

- A. Direct the three project managers to crash their projects, to allow project A the two months of scheduling needed.
- B. Review the program resource management plan with the three project managers emphasizing their critical paths and shared critical resources to understand the possibility of accelerating the schedule.
- C. Convene the change board to evaluate the cost/benefit of the compression and the impact on the overall program.
- D. Engage the executive sponsor and program board to evaluate the CEO's request and determine if the project manager should act on it.

Correct Answer: B

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### QUESTION 2

After an organization initiates a strategic program, several project managers express interest in joining the program team. The program manager's supervisor recommends a list of project managers to be part of the team. What should the program manager do to select the project managers?

- A. Complete a skill set inventory and select the most suitable resource(s)
- B. Ask interested project managers for their CV and conduct interviews
- C. Accept the recommendation of the program manager's supervisor
- D. Contact the human resource manager for project managers' availability

Correct Answer: A

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### QUESTION 3

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.



Correct Answer: B

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#### QUESTION 4

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

Correct Answer: A

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#### QUESTION 5

Program A is dependent upon program B to complete benefits sustainment for two benefits. Program A is on track to meet program benefits. However, program B's program manager has just advised that program B has been closed.

What should program A's program manager update and review first with the stakeholders?

- A. Benefits sustainment plan
- B. Benefits register
- C. Benefits management plan
- D. Benefits transition plan

Correct Answer: A

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#### QUESTION 6

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.

Correct Answer: D

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### QUESTION 7

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.

Correct Answer: C

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### QUESTION 8

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

Correct Answer: C

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### QUESTION 9

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

Correct Answer: B

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### QUESTION 10



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.

Correct Answer: D

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#### QUESTION 11

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.

Correct Answer: B

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#### QUESTION 12

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

Correct Answer: A

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#### QUESTION 13

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

Correct Answer: C

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#### QUESTION 14

A global financial system is being delivered by the program team to allow access from anywhere in the world. Following a new cross-border regulation applying to privacy of local banking data accessed from abroad, the CEO of the bank requests that an external audit be conducted to validate compliance with this new regulation. This event, which was not anticipated at this phase of the program, will generate additional work for the program team. This effort is not included in the current program roadmap and benefits delivery plan.

What immediate actions should the program manager take?

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

Correct Answer: D

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#### QUESTION 15

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

Correct Answer: C