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NEW QUESTION 286

A project is assigned to a qualified project manager by the program manager. The client rejects the project manager due to a lack of proper qualifications to manage such a project.

What should the program manager do next?

- * Reassess the project manager's credentials
- * Assign a different project manager
- * Review the skill requirements of the project
- * Apply the competence assessment techniques to resolve the issue

NEW QUESTION 287

Which of the following can be an effective tool during quality control to help determine the how the problem occurred?

- * Rework
- * Flowcharting
- * Trend Analysis
- * Pareto Diagram

Section: Volume C

NEW QUESTION 288

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?

- * Face-to-face
- * Many-to-many
- * Ad hoc conversation
- * One-to-many

NEW QUESTION 289

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?

- * Schedule, because the program's planned value is only \$700,000.
- * Cost, because the program has a cost variance of -7,500
- * Schedule, because the program has a schedule performance index of .88.
- * Cost, because the program has an estimate to complete of \$1,151,429.

NEW QUESTION 290

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?

- * Resource breakdown structure
- * Resource management chart
- * Stakeholder analysis chart
- * RACI chart

NEW QUESTION 291

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?

- * Record the issues in the issue register.
- * Communicate the issue status with the program sponsor.
- * Document the issues in the risk register.
- * Nothing; the issue owners will manage all concerns with the issues.

NEW QUESTION 292

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?

- * Phase gate estimates
- * Murder board
- * Portfolio review sessions
- * Kill points

NEW QUESTION 293

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?

- * Quality control is a management-driven effort to plan the work properly so the work is done according to plan.
- * Quality control is an inspection-driven process to keep mistakes out of the customers' hands.
- * Quality control is a management-driven policy to do the work correctly the first time.
- * Quality control is an inspection-driven process to prove the existence of the requirements.

NEW QUESTION 294

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?

- * Monitor and Control Program Scope
- * Monitor and Control Project Performance
- * Monitor and Control Program Schedule
- * Manage Program Issues

NEW QUESTION 295

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

- * 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.
- * It subdivides the program deliverables to work packages that are linked to the activities within the program.
- * It defines all the work and only the required work for the program.
- * It subdivides the program deliverables to work packages that are linked to the activities within the program.

NEW QUESTION 296

To create market advantage, a program sponsor requests accelerating the implementation of a new manufacturing process that is based on a recently improved system component. The program manager is concerned that the delivery of some program goals could be jeopardized.

What should the program manager do?

- * Document the concerns that program goals may be affected and present at the next program governance board review meeting for guidance and actions to be taken
- * Advise the program sponsor that the program will continue and follow the program management plan, unless the change control board (CCB) has approved changes to the plan
- * Work with the project managers of the affected components to implement fast tracking and update the resource management plan accordingly
- * Evaluate critical success factors and key performance indicators (KPIs) to monitor benefits throughout the program's life cycle

NEW QUESTION 297

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?

- * Quality control
- * Process improvement
- * Scope verification
- * Quality assurance

NEW QUESTION 298

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?

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

NEW QUESTION 299

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?

- * Contract administration
- * Resource management
- * Resource control
- * Procurement management

NEW QUESTION 300

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?

- * RACI chart
- * Stakeholder analysis chart
- * Roles and responsibilities chart
- * Communication matrix

NEW QUESTION 301

Which of the following documents describes the details for each component in the WBS?

- * WBS detail
- * Risk register
- * WBS dictionary
- * Project charter

NEW QUESTION 302

Program manager B leaves the program and program manager A takes over the program responsibilities. Program manager A wants to ensure that all expected benefits of the program are realized.

What is used to assess the program cost/benefit justification?

- * Program charter
- * Benefits management plan
- * Program business case
- * Program scope statement

NEW QUESTION 303

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?

- * -\$27,500
- * -\$77,500
- * -\$61,111
- * .90

Section: Volume B

NEW QUESTION 304

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?

- * Delphi Technique
- * Focus groups
- * Web surveys
- * Workshops

NEW QUESTION 305

Stakeholders ask the program manager to assess reasons for the project's delay and provide a report. Also, the program manager must identify steps to be taken to ensure the program will finish on time and within budget.

The program manager distributes information in accordance with which of the following?

- * Stakeholder engagement plan
- * Program governance charter
- * Schedule management plan
- * Communications management plan

The PgMP Multiple-Choice Exam

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