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PMI PgMP

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Topic Break Down

Topic	No. of Questions
Topic 1, Volume A	100
Topic 2, Volume B	97
Topic 3, Volume C	69
Topic 4, Volume D	185
Total	451

QUESTION NO: 1

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.

ANSWER: B**QUESTION NO: 2**

The program manager has a global program with five component projects. The program sponsor wants the management plans, processes/procedures, and technology to be uniform across the program. The requirements will create issues and result in increased costs. The program sponsor is new and has imposed these new requirements six months into a three-year program.

What should the program manager do next?

- A. Accept what the program sponsor requires and implement the changes.
- B. Discuss the proposed changes with the stakeholders and project managers, and give the program sponsor the best option.
- C. Respond to the program sponsor if the program sponsor asks about it a second time.
- D. Present the risks and benefits of the changes to the program sponsor.

ANSWER: B C**QUESTION NO: 3**

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: 4

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.

ANSWER: C

QUESTION NO: 5

In the last year, all program phase gate reviews received excellent feedback and exceeded stakeholder expectations. Recently, the customer decides that there is no need to continue phase gate reviews.

What should the program manager do next?

- A. Ask the stakeholders what they want and proceed with their recommendations.
- B. Agree with the customer and initiate change control procedures.
- C. Continue periodic gate reviews to maintain program effectiveness for benefits realization.
- D. Replace program reviews with periodic communications of the program's status.

ANSWER: A

QUESTION NO: 6

A program manager initiates a developmental program. Significant resources and funding are required for early activities until the program cost and budget estimates are complete.

What should the program manager do to understand the financial environment?

- A. Map costs to the expected benefits realization.

- B. Establish intermediate budget based on historical information.
- C. Establish program financial framework.

ANSWER: B

QUESTION NO: 7

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: 8

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

ANSWER: C D

QUESTION NO: 9

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

ANSWER: B

QUESTION NO: 10

The program sponsor returns from a board of directors meeting after identifying a significant risk to the program schedule. This may impact the program's benefits realization.

What should the program manager do next?

- A. Update the program benefits management plan and risk register.
- B. Implement the mitigation plan for the identified risk.
- C. Adjust the program scope to avoid the risk.
- D. Document the risk and create a mitigation plan.

ANSWER: D

QUESTION NO: 11

During program execution, a program manager receives feedback from an executive sponsor that some program stakeholders may not understand the intended benefits of the program.

Which will provide the greatest value to clarify stakeholder perceptions?

- A. Performing a stakeholder analysis
- B. Updating the stakeholder communications requirements
- C. Redistributing the benefits management plan
- D. Redistributing the program charter

ANSWER: B

QUESTION NO: 12

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

ANSWER: A B C

QUESTION NO: 13

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

ANSWER: C

QUESTION NO: 14

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.

ANSWER: A B C

QUESTION NO: 15

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.

ANSWER: A C D

QUESTION NO: 16

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: D

QUESTION NO: 17

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.

ANSWER: A C D