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PgMP

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### QUESTION 1

Which of the following contract types is described in the statement below?

"The seller is reimbursed for all allowable costs for performing the contract work, and receives a fixed payment calculated as a percentage for the initial estimated project costs."

- A. Cost Plus Fixed Fee Contracts (CPFF)
- B. Fixed Price Incentive Fee Contracts (FPIF)
- C. Firm Fixed Price Contracts (FFP)
- D. Cost Plus Incentive Fee Contracts (CPIF)

Correct Answer: A

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### QUESTION 2

A program to implement a new payroll processing system at a healthcare company is nearing completion and is under budget.

What should the program manager do next?

- A. Request permission from the program governance board to initiate program closure activities.
- B. Present additional opportunities to the program sponsor.
- C. Apply the remaining budget to operational activities.
- D. Apply the remaining budget to deferred enhancement requests.

Correct Answer: B

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### QUESTION 3

An organization is considering a new program. The program has a cost of \$1,950,000 and will last for three years. What is the minimum future value this organization should expect to receive from this program if it is initiated and the rate of return is six percent?

- A. \$2,322,481
- B. \$1,950,000
- C. \$2,067,000
- D. \$1,950,001

Correct Answer: A

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#### QUESTION 4

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.

Correct Answer: B

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#### QUESTION 5

A program has been established and preparation is complete. Component projects are planned as a part of which of the following?

- A. Program definition phase
- B. Program formulation
- C. Program planning
- D. Program delivery phase

Correct Answer: D

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#### QUESTION 6

A newly appointed country manager suggests that the regional program manager use a social media platform to expedite communications and address questions. 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.

Correct Answer: C

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#### QUESTION 7

Which of the following documents contain a list of all problems, unfavorable events, or situations that occurred so far in the program?

- A. Program charter
- B. Program risk register
- C. Program issue register
- D. Program scope statement

Correct Answer: C

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#### QUESTION 8

A large automaker begins a program to create the next-generation car. As the program team is composed, key stakeholders are identified. Key stakeholders for the program should include which of the following?

- A. Potential customers, government regulatory agencies, and competitors
- B. Project management office (PMO), third-party contractors, and agents
- C. Local car dealers, factory workers, and corporate officers
- D. Vice president of logistics, potential customers, and corporate executives

Correct Answer: B

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#### QUESTION 9

During program execution, how does a program manager ensure that benefits are being realized in accordance with program governance?

- A. By reviewing the benefits management plan
- B. By updating the benefits register
- C. By conducting benefits analysis and planning
- D. By reviewing the program business case

Correct Answer: B

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#### QUESTION 10

You are the program manager for your organization. You're currently creating an accountability matrix starting with yourself, the program manager and the program sponsor. What program management process identifies the program sponsor?

- A. Pre-program setup phase
- B. Authorization of program processes and projects
- C. Initiate program process
- D. Initiation of the program management team

Correct Answer: C

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#### QUESTION 11

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

Correct Answer: C

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#### QUESTION 12

An ice cream company wants to introduce a new flavor to a new market. The executive sponsor requests a sampling for the test market and the sample group provides negative feedback. As this type of program had previously been conducted by the company, the program manager questions whether similar results were experienced during testing.

What should the program manager do next?

- A. Document the results to share with the program governance board.
- B. Facilitate another test market sampling.
- C. Contact the RandD department for product testing results.
- D. Review the program management information system (PMIS) for lessons learned.

Correct Answer: D

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#### QUESTION 13

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

Correct Answer: B

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#### QUESTION 14

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

Correct Answer: B

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#### QUESTION 15

Which of the following individual should respond to the risk with the preplanned risk response?

- A. Key stakeholder
- B. Project manager
- C. Risk owner
- D. Project sponsor

Correct Answer: C

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