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QUESTION: 330
Kelly's program is slipping on its schedule. Management is worried that the program will be late and this will cost the organization several thousand dollars in fines and penalties. They've asked Kelly to use a schedule duration compression technique that will help the program finish on time. The technique that Kelly can use, however, should not add costs to the program. What duration compression technique should Kelly use in this instance?

A. Crash the program
B. Add lead time to the program
C. Trim the program scope
D. Fast track the program

Answer: D

QUESTION: 331
Which of the following is described in the statement given below?
"It serves as the primary input for the Plan Program Stakeholder Management process, as well as for the distribution of program reports and other communication."

A. Governance plan
B. Organizational chart
C. Program scope statement
D. Stakeholder register

Answer: D

QUESTION: 332
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. Value added change
C. Expert judgment by the project manager
D. Errors and omissions

Answer: A

QUESTION: 333
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?

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

Answer: D

QUESTION: 334
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. Business case
B. Scope statement
C. Requirements document
D. Project charter

Answer: B

QUESTION: 335
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. Planning

B. Scope verification
C. Quality control
D. Quality assurance

Answer: D

QUESTION: 336
A new program is being initiated for the HNQ Organization. The program manager is working with the business analyst and management to define several attributes of the program. All of the following are identified during program initiation except for which one?

A. Program benefits
B. Link to organizational strategy
C. Program scope
D. Program risk

Answer: D

QUESTION: 337
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 triple constraints.
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 Iron Triangle.
D. It is the review of the impact of the change on the program's knowledge areas.

Answer: D

QUESTION: 338
You are the program manager for your organization. This program will last for two years and has eight projects. The cost of your program is $4 million and there are some risk concerns that may affect the overall cost of the program. Management is concerned with how long it will take the program to reach the management horizon. What is management horizon also known as?

A. Payback period
B. Cost-to-benefits ratio
C. Cost performance index
D. Return on investment

Answer: A

QUESTION: 339
Mary Anne is the program manager for her organization. In her program there are six projects. One of the projects in her program has been performing well. It is on schedule and has no cost or schedule variances. Mary Anne has decided, however, that her program needs to be terminated. Which one of the following is a likely reason why the project should be terminated?

A. The program scope has changed.
B. The project scope has changed from the original intent of the project
C. The scope is not being met as planned due to scope creep.
D. The project resources are not completing their project tasks as assigned.

Answer: A

QUESTION: 340
An organization is considering a new program. The business analyst believes that the benefits to the organization would equate to $1,550,000 in five years. If the rate of return for this program is six percent what is the maximum amount the organization should invest in this program?

A. $1,158,250
B. It depends on the internal decision making process.
C. $1,550,000
D. $2,074,249

Answer: A

QUESTION: 341
Julie is the program manager of the NHQ Program for her organization and she believes the program is now complete. Julie is closing her program, and she's working with her program sponsor to review the program's deliverables and benefits. Janet, the program sponsor, is very pleased with the program and agrees that the program has met the program scope. What should Julie and the program sponsor do next?

A. Sign the certificate of program closure
B. Complete the program's budget
C. Release the program's resources
D. Close the constituent projects before closing the program

Answer: A

QUESTION: 342
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 created at each program deliverable.
B. Lessons learned are created during the program closure.
C. Lessons learned are created during the program archive.
D. Lessons learned are in program execution.

Answer: B

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