Question 1

After a company's senior executive management meeting, the CEO issues a mandate to automate a new- client on-boarding process that would effectively eliminate the current, manual, paper-based process. The assigned program sponsor selects a program manager.

Both the program sponsor and the program manager must ensure that the program charter contains which of the following?

Options:

A- Justification, benefits management plan, scope, and resources needed

B- Justification, benefits strategy, scope, and resource management plan

C- Justification, outcomes, scope, and stakeholder considerations

D- Justification, benefits management plan, program business case, and stakeholder considerations

Answer:

C

Question 2

A multi-year complex program will deliver advanced driver assistance system (ADAS) components for autonomous vehicles. Several key stakeholders are concerned because they have not been regularly involved with the program and do not understand the program's benefits.

What should the program manager do to address these key stakeholders' concerns?

Options:

A- Meet with the stakeholders and update the stakeholder map.

B- Create a progress report to share with stakeholders after the next status meeting.

C- Capture stakeholder expectations, and revise the stakeholder engagement plan.

D- Update the communications management plan after meeting with the program steering committee.

Answer:

C

Question 3

Question Type: MultipleChoice

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?

Options:

A- Program charter

B- Benefits management plan

C- Program business case

D- Program scope statement

Answer:

D

Question 4

Question Type: MultipleChoice

In a program's definition phase, a program manager in country A is assigned to expand a restaurant chain into country B. The program manager creates the program team by identifying the required project management resources.

Which of the following represents an initial step needed to evaluate available resources that are aligned with the program's needs?

Options:

A- Completing an assessment of skills and competencies

B- Obtaining resource availability information from the functional managers

C- Identifying program resource requirements

D- Creating a program resource management plan

Answer:

B

Question 5

Question Type: MultipleChoice

A program will generate revenue for several years after it ends. The program manager and the operations manager, who are accountable for managing the benefits after program closure, are in disagreement. The operations manager is concerned that information necessary for managing the processes and benefits after program closure will be unavailable. The program manager expresses that managing the benefits after program closure is not within the scope and must be managed through the scope management plan.

What should the program sponsor do?

Options:

A- Direct the operations manager to allocate a resource to the program to ensure that knowledge transfer and process development occur before closure.

B- Direct the operations manager to allocate the necessary resources to establish proper plans for accepting the benefits and processes after program closure.

C- Direct the program manager to develop the necessary plans to ensure benefits can be transitioned and sustained after program closure.

D- Direct the program manager to assess the impact of this change and follow the established change management process.

Answer:

B

Question 6

A program sponsor is concerned about the status of high-priority risks and budget variances.

The program manager should refer to which of the following?

Options:

A- Program status dashboard

B- Program management plan

C- Program performance report

D- Program management information system (PMIS)

Answer:

A

Question 7

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?

Options:

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.

Answer:

B

Question 8

Question Type: MultipleChoice

A company wants to perform a preliminary stakeholder analysis to assess a new program's support.

What should the program manager develop?

Question 9

Question Type: **MultipleChoice**

A large program consists of several component projects and six project managers. The program governance board requests that all components within the program undergo user acceptance testing before being released to the production environment.

Where should the program manager document this?

Options:

A- Program governance plan

B- Program requirements

C- Component test plan and test cases

D- Program quality management plan

Answer:

C

Question 10

Question Type: **MultipleChoice**

Stakeholders make ad-hoc requests on a routine basis. This causes duplication of reporting and communication gaps that affect the program's performance.

To resolve this situation, which of the following must go through critical review and change?

Options:

A- Program Benefits Management domain

B- Stakeholder communications requirements

C- Program communications report

D- Program communications management plan

Answer:

D

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