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**Shared by Finley on 20-10-2022**

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# Question 1

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## Question Type: MultipleChoice

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At the beginning of the second year of a five-year strategic cycle, the program management team attends a checkpoint session to review the state of the company's strategy. During the previous year, the company needed to comply with new government regulations that impacted this strategy.

Based on this information, what should the program manager do?

### Options:

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- A- Update the program management, benefits management and risk management plans, and modify priorities and inter dependencies
- B- Meet with stakeholders, and modify the program roadmap to comply with the new regulations and ensure strategic alignment
- C- Obtain stakeholder approval to stop or postpone programs that fail to comply with the new regulations, and modify the program roadmap
- D- Review resource capacity and capability, program priorities, and inter dependencies, and create a change request to modify the program roadmap to ensure strategic alignment

### Answer:

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A

## Question 2

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**Question Type:** MultipleChoice

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A new program manager joins a multi-year program that has been underway for almost a year. During interviews, several stakeholders state that they do not understand how the program will help the organization

At the next stakeholder meeting, what should the program manager present to address their concerns?

**Options:**

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- A- Program charter
- B- Program scope assessment results
- C- Business case and program roadmap
- D- Expected program benefits management plan

**Answer:**

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C

## Question 3

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**Question Type: MultipleChoice**

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The risk manager completes risk response planning. The risk manager believes that to effectively address all eventualities, an additional action is required.

What should the program manager do next?

**Options:**

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- A- Transfer a percentage of known risks
- B- Establish a contingency reserve
- C- Avoid known critical project threats.
- D- Perform a final review of project scope

**Answer:**

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B

## Question 4

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**Question Type: MultipleChoice**

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A program manager for an electronic gaming manufacturer is managing a new virtual reality program. An international trade agreement in the final stages of renegotiation will reduce supply-chain costs and delivery intervals. A materials supplier informs the program manager that when this agreement is finalized, it will shorten the products delivery time.

What should the program manager update first?

**Options:**

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- A- Procurement management plan
- B- Benefits register
- C- Risk register
- D- Benefits management plan

**Answer:**

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B

## Question 5

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**Question Type:** MultipleChoice

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A program manager is concerned because several change requests in a component project are causing delays to the program's work package milestones. There are insufficient skilled resources within the component project to complete both the change requests and the milestone tasks.

What should the program manager do next to address this risk?

**Options:**

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- A-** Prioritize which resources are critical to the project based on an impact analysis of the critical change requests and update the program roadmap.
- B-** Prioritize which change requests are critical to the project based on an impact analysis, resource only critical change requests until overdue milestones are achieved, and update the risk register
- C-** Mandate that no component project change requests will be processed until overdue milestones have been completed and update the risk register to reflect this
- D-** Add the lack of skilled resources to facilitate the large number of change requests to the issue log

**Answer:**

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D

## Question 6

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**Question Type: MultipleChoice**

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Several issues are identified on one component project in a program. During a meeting with that component's project manager, the program manager offers several suggested resolutions. Two weeks later, they meet again to review progress. The project manager had reviewed the issues and suggested resolutions, but delayed a decision. This two-week delay in taking action caused delays in the project schedule.

What should the program manager do?

**Options:**

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- A-** Join project-level issue resolution meetings to accelerate the decision-making process.
- B-** Initiate discussions with the program governance board about assigning a more experienced project manager to the project.
- C-** Emphasize that the project manager needs to address the issues and follow up at the next scheduled meeting.
- D-** Develop an immediate corrective action plan with the project manager and coach them on decision-making responsibilities.

**Answer:**

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D

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