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Question 1

Question Type: MultipleChoice

A municipal agency manages a city's water and wastewater infrastructure. A regulation requires the replacement of sewer lines throughout the city at a cost of US\$2 billion over 30 years

The city has been managing this program with various program teams, and has a project controls office in place to track projects separate from the program management team. A program manager is hired to standardize all deliverables from component projects under the program.

What should the program manager do next?

Options:

- A- Develop a program management framework
- B- Create a program performance analysis report
- C- Generate a program charter
- D- Establish a program management office (PMO)

Answer:

C

Question 2

Question Type: MultipleChoice

A program manager learns that their company's organizational strategy has changed. This change impacts one component project of a program, misaligning it with both the program objectives and the new organizational strategy. This component project, however, is already 90 percent complete.

What should the program manager do next?

Options:

- A-** Immediately submit a component project closure request to the program sponsor so that resources can be reallocated to strategically aligned component projects.
- B-** Assess the impact of closure on other component projects, and generate a recommendation for submission to the program governance board.
- C-** Recommend that the component project manager complete work activity to deliver benefits to the organization.
- D-** Update the benefits management plan to reflect the impact of the change on the program and its intended benefits.

Answer:

B

Question 3

Question Type: MultipleChoice

A program delivers incremental benefits but is far from closure. The company completes an acquisition and defines new strategic objectives.

What should the program manager do next?

Options:

- A- Evaluate the impact of the new strategic objectives through a change request
- B- Integrate the new acquisition into the program to include the new strategic objectives
- C- Assess the impact of the new acquisition on the contract management plan
- D- Review the benefits management plan to assess the continued validity of the program

Answer:

D

Question 4

Question Type: MultipleChoice

A global financial system is being delivered by the program learn to allow access from anywhere in the world Following a new cross-border regulation applying to privacy of local banking data accessed from abroad, the CEO of the bank requests that an external audit be conducted to validate compliance with this new regulation. This event, which was not anticipated at this phase of the program, will generate additional work for the program learn. This effort is not included in the current program roadmap and benefits delivery plan

What immediate actions should the program manager take?

Options:

- A- Negotiate with the CEO in an attempt to avoid the audit.
- B- De-scope the capabilities of the system to not allow access from abroad
- C- Accept the risk of the audit and continue the program as planned
- D- Assess the impact of the audit and potential remediation on the program

Answer:

D

Question 5

Question Type: MultipleChoice

A program receives initial approval from the selection committee to proceed with the program development. What should the program manager do next"?

Options:

- A- Define the program architecture and assign the benefits realization to the component projects.
- B- Complete the program setup to establish a firm foundation of support and approval for the program
- C- Analyze lessons learned and historical information to validate the programs expected outcomes
- D- Continue to develop the high-level program road map

Answer:

D

Question 6

Question Type: MultipleChoice

The program manager of a multinational program must reconcile data including subject matter experts* labor hour estimates and other direct resource hour estimates. In addition the program manager must prepare the cash flow analysis

Which of the following should be considered to get a baseline budget?

Options:

- A- Currency exchange rates
- B- Component cost estimates
- C- Baseline schedule
- D- Program payment schedules

Answer:

A

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