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Question 1

Question Type: MultipleChoice

The program manager leads a medical billing system integration program for company

Options:

A- a health services provider Company A acquires smaller company X. which delivers health services strategically aligned with company A Company X uses a different billing approach than company A. Company A's chief information officer (CIO) seeks counsel on which solution would be the better option moving forward requesting the program manager's assistance.

How should the program manager respond to the CIO's request?

- A-** Document the resources required to implement the recommended solution and demonstrate how this solution will save the company money
- B-** Find similar examples of the preferred approach and ask the project teams to document why the preferred approach is better
- C-** Gather the costs and benefits associated with each option and recommend the appropriate solution defining why the selected approach is better
- D-** Conduct a thorough stakeholder analysis and develop a program management plan to implement the appropriate solution for both companies.

Answer:

C

Question 2

Question Type: MultipleChoice

A program is developing a next-generation product line, and one component has been delivered. However, due to a change request, expectations for another component are unmet

What activity should the program manager perform next?

Options:

- A- Program delivery management
- B- Resource Interdependency management
- C- Program performance monitoring and controlling
- D- Benefits sustainment and program transition

Answer:

B

Question 3

Question Type: MultipleChoice

A multiyear program is ready to conclude. It has achieved all business objectives and is delivering its intended benefits. However the program sponsor is not willing to sign the formal program closure acceptance document and the program continues to incur operational costs.

What should the program manager do next?

Options:

- A- Ask the finance department to increase the program budget
- B- Escalate the issue to the program governance board
- C- Ask key stakeholders to influence the program sponsor
- D- Direct component project managers to archive all relevant project documents

Answer:

C

Question 4

Question Type: MultipleChoice

A program is near completion and the benefits will be delivered shortly. The program manager prepares to initiate program closeout activities to release the program resources.

Before initiating closeout and releasing the resources, what should the program manager do?

Options:

- A- Review the benefits management plan with the program sponsor
- B- Obtain approval from the sponsor to close the program
- C- Prepare performance evaluations for all program personnel
- D- Prepare performance evaluations for all project personnel

Answer:

A

Question 5

Question Type: MultipleChoice

A program manager is appointed to manage a new program. The organization's leadership has specified a list of benefits (hat the program should deliver and has requested that the program manager determine when incremental benefits can be realized.

What should the program manager do first?

Options:

- A- Develop the benefits sustainment plan
- B- Develop the program management plan
- C- Develop the program roadmap
- D- Develop the component project schedules

Answer:

C

Question 6

Question Type: MultipleChoice

A hotel chain initiates a program to expand meeting offerings to include telecommunications technology and virtual meetings. The program has component projects, each of which requires team members to have different technical skills and expertise. The program manager assembles a team of project managers to lead each of the projects, and learns that the desired resources will not be available at the start of the program

As a result, the program manager must do which of the following'?

Options:

- A-** Utilize team members that are currently available, even though they do not have the expertise needed.
- B-** Assign the tasks on the critical path to the resources available to adhere to the project schedule
- C-** Delay the start of the program until the assigned resources are available
- D-** Apply resource leveling considering the constraints of time, budget, and quality

Answer:

B

Question 7

Question Type: MultipleChoice

A program manager at a pharmaceutical company plans a new drug development effort. The development is slated to yield three drug variants. The program manager articulates the program scope boundaries.

Which of the following deliverables captures these items?

Options:

A- Program scope management plan

B- Program governance plan

C- Program scope statement

D- Program work breakdown structure

Answer:

C

Question 8

Question Type: MultipleChoice

A program was kicked off, but one of the key stakeholders was not present at the kick-off meeting. What should the program manager do to ensure that the key stakeholder is familiar with the program's benefits and supports the program'?

Options:

- A-** Note stakeholder communication needs in the program charter and document their expectations in the benefits sustainment plan
- B-** Note stakeholder communication needs in the communications management plan and document their expectations in the benefits management plan
- C-** Meet with the stakeholder to ensure stakeholder communication needs are documented in the communications management plan and that their expectations of benefits are documented in the benefits management plan
- D-** Meet with the stakeholder to ensure stakeholder communication needs are documented in the communications management plan and that their expectations of benefits are documented in the benefits sustainment plan

Answer:

C

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