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**Shared by Gill on 15-04-2024**

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# Question 1

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## Question Type: MultipleChoice

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A program manager has four projects pending approval. Senior management asks the program manager to identify a project for potential elimination based on the return on investment. The program manager has the following information to guide and support the decision.

Which project should the program manager select to be cancelled?

Project A	Project Revenues = US\$700,000 Project Total Cost = US\$900,000
Project B	Project Revenues = US\$900,000 Project Total Cost = US\$700,000
Project C	Project Revenues = US\$300,000 Project Total Cost = US\$200,000
Project D	Project Revenues = US\$200,000 Project Total Cost = US\$300,000

### Options:

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- A- Project A
- B- Project B
- C- Project C

**D-** Project D

**Answer:**

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D

## Question 2

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**Question Type:** MultipleChoice

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A program manager notices that one project manager tends to withdraw during important team discussions to avoid conflict. What technique could the program manager use to gain more input from this project manager?

**Options:**

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- A-** Institute an incentive program to create competition among the team members.
- B-** Make the project manager share an office with a more assertive team member
- C-** Solicit ideas from each team member individually, giving each person a chance to express their opinions
- D-** Create an online message board so team members can see and respond to everyone's ideas

**Answer:**

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C

## Question 3

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**Question Type:** MultipleChoice

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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:**

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**A-** Program charter

**B-** Benefits management plan

**C-** Program business case

**D-** Program scope statement

**Answer:**

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C

## Question 4

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**Question Type:** MultipleChoice

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During program execution, how does a program manager ensure that benefits are being realized in accordance with program governance\*?

### Options:

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- A- By reviewing the benefits management plan
- B- By updating the benefits register
- C- By conducting benefits analysis and planning
- D- By reviewing the program business case

### Answer:

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C

## Question 5

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**Question Type: MultipleChoice**

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A large automaker begins a program to create the next-generation car. As the program team is composed, key stakeholders are identified

Key stakeholders for the program should include which of the following?

**Options:**

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- A-** Potential customers, government regulatory agencies, and competitors
- B-** Project management office (PMO), third-party contractors, and agents
- C-** Local car dealers, factory workers, and corporate officers
- D-** Vice president of logistics, potential customers, and corporate executives

**Answer:**

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A

## Question 6

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**Question Type: MultipleChoice**

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A program completes all component projects and all identified benefits are being delivered However, the program sponsor is concerned that long-term benefits may not meet organizational performance parameters

To ensure the realization of long-term benefits what should the program manager use?

**Options:**

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- A- Benefits register
- B- Benefits sustainment plan
- C- Benefits management plan
- D- Benefits transition plan

**Answer:**

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B

## Question 7

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**Question Type: MultipleChoice**

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An organization is embarking on a new program aligned with its strategic objectives. The new program has a High level of risk due to the rapidly changing technical landscape in which the organization operates. The organization has mature program management capabilities, as measured by its resources, intellectual assets, and management processes.

Given the organization's history of delivering successful programs, what should the program manager do as part of the planning process?

### Options:

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- A-** Interview the program managers and stakeholders of previous programs to learn from their experiences.
- B-** Review the organization's strategic objectives, risk tolerance, and compliance processes, which may provide knowledge about past programs.
- C-** Consult the repository developed as part of the organization's knowledge management initiative to capture best practices and lessons learned.
- D-** Hire independent industry specialists and subject matter experts (SMEs) to provide additional information about market trends and uncertainties in the external environment.

### Answer:

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D

## Question 8

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**Question Type: MultipleChoice**

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The project manager of project A develops a communications management plan. The project manager of project B is new and is uncertain how to develop appropriate communications for the company's staff

What should the program manager do to ensure communications on the component projects are consistent?

**Options:**

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- A-** Request a more experienced project manager to work on project 6
- B-** Create a program communications management plan across all component projects
- C-** Direct all projects to use project A's communications management plan as a template
- D-** Rework the communications management plans for all projects to be consistent

**Answer:**

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D

## Question 9

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**Question Type: MultipleChoice**

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A program is in its execution phase when a component project manager suggests a potential change that could increase the financial benefit of the program. The program manager is hesitant to submit a change request, as it would extend the program schedule and require a scope change.

To whom should the change request be presented?

**Options:**

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- A- The program governance board
- B- The program customer
- C- The program management office (PMO)
- D- The protect governance board

**Answer:**

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A

## Question 10

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**Question Type:** MultipleChoice

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Alter 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:**

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- 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:**

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D

## Question 11

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**Question Type:** MultipleChoice

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A natural disaster shuts down operations for two days. The program has a major milestone that includes a timed payment of US\$1 million.

Since the shutdown was not anticipated, what should the program manager do first?

**Options:**

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- A- Implement the appropriate risk response plan and inform the stakeholders of the planned actions
- B- Utilize contingency reserves to hire contractors, which will accelerate the schedule to meet the original milestone
- C- Evaluate the impact, reassess the program risks, and determine options to be presented to the governance board
- D- Collaborate with the sponsor to determine options and negotiate a new date for the milestone

**Answer:**

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C

## Question 12

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**Question Type:** MultipleChoice

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Which of the following serves as a guiding principle for a program manager when preparing a program work breakdown structure?

**Options:**

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- A-** Decompose the program work based upon available resources
- B-** Decompose the program to the work package level
- C-** Decompose the program to the architecture baseline level
- D-** Decompose the program at a level sufficient to achieve control

**Answer:**

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D

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