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## Question 1

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**Question Type:** MultipleChoice

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A program with objectives that impact a large segment of the population receives negative commentary from organizations representing the public interest. What action should the program manager take first?

### Options:

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- A- Rework the stakeholder engagement plan to foster better relationships with the affected stakeholder groups
- B- Review the stakeholder register to determine the ability of the affected stakeholder group(s) to affect program outcomes
- C- Assess the risk of sustained negative media coverage
- D- Discuss the issues with the governance board to determine next steps

### Answer:

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A

## Question 2

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**Question Type:** MultipleChoice

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A program manager is identifying and verifying risks as outlined in the risk management plan. The results will be recorded in which of the following?

**Options:**

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- A- Risk register
- B- Risk monitoring and control
- C- Risk response planning
- D- Risk mitigation strategy

**Answer:**

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A

## Question 3

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**Question Type: MultipleChoice**

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A component project manager escalates an issue regarding a key stakeholder to the program manager. The key stakeholder does not respond to emails or phone calls and the project manager believes this key stakeholder is exhibiting a negative attitude toward the work. The key stakeholder has a significant influence over the component project which could impact other components if delays occur. The

program manager's attempts to reach the stakeholder via email also fail.

What should the program manager do next?

**Options:**

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- A-** Escalate the issue to the stakeholder's supervisor.
- B-** Escalate the issue to the program governance board as delays will impact the program
- C-** Update the program risk register to reflect a realized risk and execute the documented risk response
- D-** Attempt to call the key stakeholder, if unsuccessful, visit their office to identify potential risks

**Answer:**

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D

## Question 4

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**Question Type: MultipleChoice**

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Company A acquires company B. which leads to a two-year program to integrate the processes and systems Company B uses a different project management process, and the company's staff is unhappy about the acquisition As a result company B's project team

fails to provide status and cost data in a format that conforms to the program standards.

What should the program manager do first?

**Options:**

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- A- Inform the stakeholders of this Issue as soon as possible
- B- Change the program standards, aligning them with the project standards
- C- Work with the reports provided to extract the required information
- D- Remind the project manager of the relevant program standards

**Answer:**

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D

## Question 5

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**Question Type: MultipleChoice**

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An IT program manager is concerned that a program is not achieving its defined incremental benefits due to a lack of delivery by the business team. The IT team has several dependencies on the business team throughout the program. However the business team does

not report to the IT program manager and only two business team resources with the appropriate skills are available to complete the required program tasks.

To address this issue, what should the IT program manager do next?

### Options:

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- A-** Schedule a meeting with the business team to discuss transferring the two business team resources to the IT team, update the program risk register to include risk mitigation steps
- B-** Escalate the lack of commitment by the business team to the program steering committee: hire a new project resource to complete the required tasks; update the program risk register to Include risk mitigation steps
- C-** Review and clarify the business team's program roles and responsibilities determine the schedule impact on benefits Delivery direct the IT project manager to meet with the business team to ensure dependencies are understood and that the appropriate resources can be made available.
- D-** Modify the program milestone dates to include a larger contingency, determine the impact on the project implementation date, and update the benefits management plan

### Answer:

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C

## Question 6

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**Question Type: MultipleChoice**

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After taking over a program, a program manager reviews the program's status and discovers that stakeholders do not know how the program is performing in relation to schedule and costs. The program manager establishes earned value (EV) metrics and determines that the program has a budget of US\$2.1 million, is three months into a nine-month timeline, and the planned value (PV) at the three-month point should be US\$320,000. The program has spent US\$350,000 and the EV is US\$340,000.

Based on this information, the program manager determines which of the following?

**Options:**

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- A- The schedule is US\$30,000 under budget
- B- The cost is US\$20,000 under budget
- C- The schedule is US\$10,000 over budget
- D- The cost is US\$20,000 over budget

**Answer:**

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C

**Question 7**

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**Question Type: MultipleChoice**

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The program manager defines the program objectives, requirements and develops a high-level road map. To ensure program alignment with the enterprise strategic plan the program manager should work with which of the following?

**Options:**

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- A- Program governance board
- B- Program management office
- C- Change control board
- D- Project managers on the program

**Answer:**

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A



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