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Question 1

A program manager is working on benefits. The program team created and updated a benefits register earlier in the program.

The benefits register should include which of the following?

Options:

A- List of planned benefits, earned value (EV), and responsible person

B- List of planned benefits, measurement method, and component mapping

C- List of planned benefits, benefit creator, and realization date

D- List of planned benefits, stakeholders, and risk level

Answer:

D

Question 2

A large international manufacturing company is centralizing its IT which is currently spread over 16 countries. The transition means physically regrouping the infrastructure and aligning processes and organizations. The high-level scope of this transformation encompasses three main areas:

1. The technology area--assessing which technology/tooling should be retained for the target data center.

2. The policies and procedure area--aimed at establishing a common set of processes supporting the new way of delivering services.

3. The HR area--assuring the new organization best fits the diversity of the countries and functional domains, while offering equivalent compensations for comparable functions.

You have selected your team and you are preparing the business case to support 1) the team selections you made and 2) your recommendation to proceed to the program's next phase.

Which document should be present in your business case?

Options:

A- A detailed plan showing dependencies among the constituent projects

B- A comprehensive analysis of the different compensation packages offered in the 16 countries

C- An inventory detailing all physical and logical components in place and the employees in scope

D- A cost/benefit analysis of the different scenarios, presenting their respective contributions

Answer:

A

Question 3

Question Type: **MultipleChoice**

The new performance financial system is delivered to all business entities on time following a one-year

implementation program. After six months of utilization the global finance department, one of the main beneficiaries of the program, determines that quality and level of granularity of the financial data is not sufficient for them to analyze the key performance indicators (KPIs) defined. Additionally, the global finance department is missing the analytical tools required to understand the causes of discrepancies.

To address these shortcomings, the global finance department submits a request for a follow-up initiative through the process defined by which of the following documents?

Options:

A- Benefits sustainment plan

B- Benefits governance plan

C- Benefits realization report

D- Benefits transition plan

Question 4

Question Type: MultipleChoice

Component project managers create project management plans for all component projects in a program. The program manager notices that some project managers prefer one status report template, while others prefer another.

How should the program manager decide which template is appropriate?

Options:

A- Review the issue with the program management office (PMO) to determine which template to use.

B- Review the issue with the project managers and come to mutual agreement on which template to use.

C- Meet with the program governance board to select an appropriate template.

D- Allow the component project managers to use their preferred templates.

Answer:

B

Question 5

A program manager evaluates conflicting stakeholder demands associated with cost, schedule, and intended benefits. The implementation team has a strong interest in cost and schedule, and a limited interest in the benefits being produced. The client is only focused on benefits.

Which of the following actions should the program manager take?

Options:

A- Focus on the internal stakeholders to ensure cost and schedule objectives are achieved.

B- Balance stakeholder needs through the use of trade-offs among the stakeholder groups.

C- Focus on the external stakeholders to ensure the intended benefits are achieved.

D- Conduct a stakeholder meeting to allow everyone to state their priorities.

Answer:

D

Question 6

During a program's definition phase, it is determined that the best approach for delivering the program's intended benefits is to supplement corporate resources with the procurement of specific products and services from external suppliers.

The program manager should use which of the following to determine and/or document the results of the program procurement planning activity?

Options:

A- Make-or-buy decisions, alternatives analyses, approach to competition, and best mix of contract types

B- Requests for proposals (RFPs), proposal evaluation criteria, contract management, and best mix of contract types

C- RFPs, alternatives analyses, approach to competition, and requests for quotes (RFQs)

D- Make-or-buy decisions, proposal evaluation criteria, contract management, and RFQs

Answer:

D

Question 7

A program includes the development and shipping of 12 million product units over the next year. However, one program supplier has a history of overestimating its planned volume, which puts the product launch at risk.

What should the program manager do to monitor and control the supplier?

Options:

A- Use expert judgment, and update the program procurement plan.

B- Seek stakeholder approval of program procurement management activities.

C- Examine performance reports, audits, and inspections.

D- Review proposal evaluation criteria, risk analyses, and mitigation strategies.

Answer:

D

Question 8

The program sponsor returns from a board of directors meeting after identifying a significant risk to the program schedule. This may impact the program's benefits realization.

What should the program manager do next?

Options:

A- Update the program benefits management plan and risk register.

B- Implement the mitigation plan for the identified risk.

C- Adjust the program scope to avoid the risk.

D- Document the risk and create a mitigation plan.

Answer:

D

Question 9

A design and production company's program comprises the design and manufacture of complex parts. During the yearly strategy alignment meeting, the program manager notices that a peer program manager started a project to develop a new manufacturing technology to further reduce operations costs.

What should the program manager do to incorporate this new technology into the program?

Options:

A- Work with the project managers to update the program's risk register by evaluating this new technology's ROI.

B- Incorporate the new benefit to be obtained from this technology into the program's transition plan.

C- Analyze the benefits management plan to determine any new risks this new technology may introduce.

D- Update the benefits management plan with an analysis of the new technology's potential benefits.

Answer:

C