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Question 1

Question Type: MultipleChoice

A large infrastructure development program involves three road construction projects, two sewage line construction projects, and one project to lay underground electric cables. During a program meeting, the project manager of a road construction project communicates that a project risk related to the interdependency with a sewage line project has crossed its risk threshold.

What should the program manager do next?

Options:

- A- Modify the program schedule to accommodate the risk.
- B- Incorporate the project risk into the program risk response strategy.
- C- Instruct the project manager to escalate the risk to the program sponsor.
- D- Ask the road construction project manager to manage the risk at the project level.

Answer:

C

Question 2

Question Type: MultipleChoice

The risk manager completes risk response planning. The risk manager believes that to effectively address all eventualities, an additional action is required.

What should the program manager do next?

Options:

- A- Transfer a percentage of known risks.
- B- Establish a contingency reserve.
- C- Avoid known critical project threats.
- D- Perform a final review of project scope.

Answer:

B

Question 3

Question Type: MultipleChoice

One of the constituent project managers asks a new program manager to obtain approval for an additional key project requirement. A tolerance range is set.

If the tolerance range is too narrow on a program, what effect will multiple minor changes have on the program?

Options:

- A- Reduction in program quality
- B- Degradation of program communications
- C- Reduction in program risk
- D- Slow down in program implementation

Answer:

A

Question 4

Question Type: MultipleChoice

A new component project is approved by the program governance board. The funding for this component project will be provided by an organization different from the organization funding the program.

Would this be an acceptable funding arrangement?

Options:

- A-** Yes, only component projects may have different funding sources.
- B-** Yes, the program and its components may have different funding sources.
- C-** No, the program and the project must be funded by the same organization.
- D-** No, component projects must be funded by program funds.

Answer:

A

Question 5

Question Type: MultipleChoice

A company is evaluating the implementation of enterprise resource planning (ERP) software. The program manager performs an analysis to confirm the program's feasibility.

What other important step should the program manager complete?

Options:

- A- Development of the program's vision statement
- B- Review of strategic goals against any external environmental factors
- C- Identification and documentation of the initial risks for ERP software implementation
- D- Mapping of the financial benefits to the ERP software's functionality

Answer:

A

Question 6

Question Type: MultipleChoice

When should a program manager approve the closure of a component project?

Options:

- A- When acceptance criteria of the project are met
- B- When the project has delivered the project benefits
- C- When program deliverables are complete
- D- When project deliverables are complete

Answer:

C

Question 7

Question Type: MultipleChoice

A program manager initiates a new global program to create a higher level of protection for a company's intellectual property. The company exhibits a relaxed culture and environment, and is intolerant of processes to the point of being considered process-adverse. However, the company's culture is tolerant of long-term program activities, provided there is continuous progress on improving the protection of its intellectual property. Expectations for rapid progress are low.

What should the program manager do next?

Options:

- A-** Tailor program sponsor and stakeholder engagement and communications activities to meet the company's expectations
- B-** Insist on maintaining a set of tightly controlled stakeholder register and engagement plan documents to meet expectations
- C-** Provide detailed information to the most influential program sponsors and stakeholders
- D-** Ensure that the component stakeholders have the appropriate level of communications required to meet their needs

Answer:

B

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