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QUESTION 1

Which of the following risk identification techniques is described in the statement below?

"It is used to gather information where participants don\'t know each other nor do they have to be present at the same location."

A. Brainstorming

B. Delphi

C. SWOT analysis

D. Assumptions analysis

Correct Answer: B

QUESTION 2

What cost estimating approach uses the work breakdown structure to create a cost estimate?

A. Analogous

B. Definitive

C. Top down

D. Parametric

Correct Answer: D

QUESTION 3

What document should you provide to the vendors if you\'re only interested for a set fee for their materials?

A. IFB

B. RFP

C. RFI

D. SOW

Correct Answer: A

QUESTION 4

A software deployment program for a multinational organization requires the engagement of subcontractors. During the program planning phase, the contracts manager informs the program manager that the primary subcontractor\\'s agreement includes incentives that would potentially conflict with program objectives.

What should the program manager do first?

A. Review the contracts, and create a program budget contingency.

B. Draft a change request for approval by the program steering committee.

C. Ask the program management office (PMO) to conduct a risk assessment.

D. Review the program charter, and update program objectives accordingly.

Correct Answer: D

QUESTION 5

Your program has been selected and its program charter is now being created. The program charter defines all of the following characteristics except for which one?

A. Program constraints

B. Program scope

C. High-level objectives for the program

D. Project scope statement for all projects within the program

Correct Answer: D

QUESTION 6

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?

A. Program governance board

B. Program management office

C. Change control board

D. Project managers on the program

Correct Answer: A

QUESTION 7

You are the program manager of the NHQ Program for your organization. Your program is nearing the completion of

one of its major phases and there are several resources that should be released at this time. What program management plan will guide you to release of the program resources and transfer the resources and benefits to operations within the organization?

A. Resource management plan

B. Transition plan

C. Communications management plan

D. Benefits management plan

Correct Answer: B

QUESTION 8

After 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?

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

Correct Answer: C

QUESTION 9

Near the completion of a transformation program, the operations manager is concerned that their department failed to be notified in advance of the new service being transitioned into operations. They claim that their department did not approve this service, and is now unprepared and untrained to support the transformation.

What should the program manager have done first to prevent this?

A. Added the operations manager as a key stakeholder

B. Created a transition plan during the planning phase for the impacted operational area

C. Ensured there was a communications management plan that included the transition to operations

D. Drafted a training plan with assistance from the program management office (PMO) or human resource department before transitioning it to operations

Correct Answer: B

QUESTION 10

You are the program manager for your organization and you\\'re dealing with several issues about the materials used in the program. Right now, the issues have been assigned to issue owners for resolution in ten days. In the interim, what should you do with the issues?

A. Nothing - the issue owners will manage all concerns with the issues.

B. Record the issues in the issue register.

C. Communicate the issue status with the program sponsor.

D. Document the issues in the risk register.

Correct Answer: B

QUESTION 11

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?

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

Correct Answer: A

QUESTION 12

What is the formula to determine earned value (EV) for a program?

A. Percent complete times percent remaining in the program

B. Percent completes time the program cost estimate

C. Percent complete times the program budget at completion

D. Percent complete times the program cost of labor and materials

Correct Answer: C

QUESTION 13

A program manager, who reports to a company\\'s CIO, is responsible for managing a strategic initiative program. During a program review meeting, the CIO informs the program manager about potential budget cuts that would impact program resources, and urges the program manager to begin delivering benefits more quickly to continue the program.

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What should the program manager do first?

A. Update the benefits management plan, and send it to stakeholders for review.

B. Document the impact on the program, then present the findings to the steering committee to determine next steps.

C. Conduct a risk assessment associated with an accelerated schedule, update the risk register, and request steering committee approval.

D. Revise the program schedule to adapt to an accelerated delivery of benefits, and present it to the steering committee for approval.

Correct Answer: B

QUESTION 14

Wanda is the program manager for her organization. Her program team consists of resources from across the organization - many of whom have not worked together before. Wanda thinks that she\'ll need to complete some team development but would like to focus the development on the materials and activities that the program team will need to complete in the program. What plan should Wanda reference and update to complete her team development process?

A. Training plan

B. Communications management plan

C. Staffing management plan

D. Requirements management plan

Correct Answer: A

QUESTION 15

June is the program manager for her organization. Management has asked June to create a visual mapping of the program scope so that all of the key stakeholders can see all of the elements of the program scope. June needs to create what kind of document to show all of the program deliverables based on the program scope?

A. Program network diagram

B. Program benefits mapping chart

C. Program budget

D. Program work breakdown structure

Correct Answer: D

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