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Topic Break Down

Topic	No. of Questions
Topic 1, Volume A	100
Topic 2, Volume B	97
Topic 3, Volume C	69
Topic 4, Volume D	185
Total	451

QUESTION NO: 1

Which of the following is NOT true regarding the program work breakdown structure (WBS)?

A. It defines a program and groups the program's discrete work elements in a way that helps organize and define the total work scope of the program.

B. It subdivides the program deliverables to work packages that are linked to the activities within the program.

C. It defines all the work and only the required work for the program.

D. It subdivides the program deliverables to work packages that are linked to the activities within the program.

ANSWER: C

QUESTION NO: 2

The program manager has a global program with five component projects. The program sponsor wants the management plans, processes/procedures, and technology to be uniform across the program. The requirements will create issues and result in increased costs. The program sponsor is new and has imposed these new requirements six months into a three-year program.

What should the program manager do next?

A. Accept what the program sponsor requires and implement the changes.

B. Discuss the proposed changes with the stakeholders and project managers, and give the program sponsor the best option.

C. Respond to the program sponsor if the program sponsor asks about it a second time.

D. Present the risks and benefits of the changes to the program sponsor.

ANSWER: B C

QUESTION NO: 3

You are the program manager of the GHY Program. Your program team has identified a risk dealing with the materials you will be using in the program. It is possible that if the materials are not installed properly they will cause serious damage in future phases of the program. Your team has recommended additional training and a consultant to help the team members install the material accurately to reduce the likelihood of the risk event. You agree and the team executes the risk response. What type of risk response have you implemented in this situation?

A. Enhancing

B. Workaround

C. Mitigation

D. Avoidance

ANSWER: C

QUESTION NO: 4

Which of the following statements are true regarding program scope statement? (Choose three.)

A. It defines all the work and only the required work for the program.

B. It formally authorizes the program.

C. It sets authorities and limits for the program manager and team.

D. It represents a common understanding of the program for the purpose of facilitating communication among the stakeholders.

ANSWER: A C D

QUESTION NO: 5

You are the program manager of the NHQ Program. The program has reached its final deliverable and the certificate of completion has been created for the program. What else should you, the program manager, create at this time?

A. Life cycle costing estimates

B. Lessons learned documentation

C. Operational transfer plan

D. Program closure reports

ANSWER: D

QUESTION NO: 6

Which of the following types of floats are available? Each correct answer represents a complete solution. Choose two.

A. Half float

B. Full float

C. Total float

D. Free float

ANSWER: C D

A risk response in a project in your program has actually caused new risks. What term is assigned to the new risks that a risk response has created?

A. Reactionary risks

B. Chain risks

C. Secondary risks

D. In flux risks

ANSWER: C

Which of the following statements are true regarding the Monitoring and Controlling Program Risks process? Each correct answer represents a complete solution. Choose all that apply.

A. Risk Monitoring and Control is an ongoing process for the life of the program.

B. Planned risk responses should be continuously monitored for new and changing risks.

C. Monitoring reduces the impact of risk by identifying, analyzing, reporting, and managing risks on a continuous basis.

D. It is the process of selecting the most suitable response to reduce the threats to the program objectives.

ANSWER: A B C

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

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D. Mapping of the financial benefits to the ERP software's functionality

ANSWER: A

You are the program manager for your organization and you need to define all of the program resources you'll need for your program. All of the following can be considered a program resource except for which one?

A. A forklift

B. Materials for the installation of a new server

C. A positive risk response

D. Gary, an application developer

ANSWER: C

Martha is sharing her experience of her last project as the project manager. She tells that when she presented customer a formal acceptance and sign-off document, they refused to sign, claiming that the product does not meet their expectation. Taking which of the following steps could have been prevented the situation? Each correct answer represents a complete solution. Choose all that apply.

A. Performing quality inspections regularly

B. Archiving sign-off at important milestones

C. Documenting the requirements

D. Completing the project behind the schedule

ANSWER: A B C

Which of the following tools and techniques are parts of the Administer Program Procurements process? Each correct answer represents a complete solution. Choose all that apply.

A. Inspection and audits

B. Budget management system

C. Supplier performance review

D. Contract performance review

ANSWER: A B D

QUESTION NO: 13

Which of the following statements are true regarding program scope changes? (Choose three.)

A. Scope changes may originate from the stake holders.

B. Change requests for a particular project have to be approved by the project manager irrespective of their potential impact on multiple projects.

C. The program has a change control board that analyzes changes at the program level.

D. The change control process on a program is often hierarchical.

ANSWER: A C D

QUESTION NO: 14

You are the program manager for your organization. Management has asked you to create a method to track the program stakeholders' concerns, threats, and demands for communication. They would like you to map out each stakeholder or stakeholder group and identify trends within the chart to help your program communicate better. What type of a chart should you create for management?

A. RACI chart

B. Stakeholder analysis chart

C. Roles and responsibilities chart

D. Communication matrix

ANSWER: B

QUESTION NO: 15

Your program has a budget at completion of $1,550,000 and is expected to last one year.

Currently your program is 45 percent complete and has spent $725,000. According to the program schedule you are actually to be fifty percent complete by this time, but due to some vendor delays your program is running just a bit late. Based on this information which is performing worse, the cost or schedule?

A. The schedule is performing worse because the SPI is .90

B. The cost is performing worse because the EAC is $1,611,111.

C. The schedule is performing worse because the SV is -$27,500.

D. The cost is performing worse because the CPI is .96.

ANSWER: A

QUESTION NO: 16

A program manager is leading a program to transform an organization's sales and customer service operations by introducing a new customer relationship management (CRM) solution. As the program progresses, the sponsor and other stakeholders are satisfied with the pace of the program's performance.

A stakeholder from the sales department now requests a new feature to integrate the CRM platform with another application. The program manager advises that this is out of scope, as it will require analysis and development and be a project on its own. The program manager then requests additional funding via the formal change management process and the new scope is approved.

What should the program manager do next?

A. Secure additional approvals from senior stakeholders.

B. Assign a new project manager to own the delivery of the new project.

C. Redefine the priorities of the existing program components to ensure optimal resource allocation and management of interdependencies.

D. Discontinue one of the existing program components, and reallocate all of that component's resources to the newly approved project.

ANSWER: C

QUESTION NO: 17

A program manager needs to establish direction and identify the essential aspects of a program. In addition, they must ensure that the context and framework of the program are properly defined, assessed, and documented.

Which document will be created to support this activity?

A. Program resource management plan

B. Program management plan

C. Program master schedule

D. Program scope statement

ANSWER: D