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QUESTION 1

What is the other name for critical delivery dates?

- A. Substantial completion.
- B. Phases.
- C. Flags.
- D. Milestones.

Correct Answer: D

QUESTION 2

A program manager joins a team during its preparation phase.

What should the program manager do to obtain formal sponsor approval to begin the benefits delivery phase?

- A. Develop the program management plan based on the organization's strategic plan.
- B. Write the program charter, including the program mission statement and stakeholder engagement plan.
- C. Define a high-level program roadmap of milestones and schedules supported by a preliminary estimate.
- D. Identify and document the anticipated program benefits in the benefits management plan.

Correct Answer: D

QUESTION 3

You are the program manager of a new program in your organization. This program will last for one year and your program team will work full-time on the effort. The nature of the work requires that the program team work closely together for the next year, but many of the program team members have never met one another. You decide to take the team on an outing where they can work together through challenges, learn teamwork, and get to know one another. This is an example of what process?

- A. Cost of quality
- B. Storming
- C. Forming
- D. Team development

Correct Answer: D



QUESTION 4

The program sponsor requests a weekly performance report. The tools and techniques to monitor and control program performance include which of the following?

- A. Program management performance variances, business criteria reweighting, root cause identification, and statistical sampling.
- B. Interviewing, SWOT analysis, run chart, and matrix-based charts.
- C. Earned value management, financial reporting systems, performance measurement techniques, and program management information systems.
- D. Delphi technique, scatter diagram, Pareto chart, and organization charts.

Correct Answer: C

QUESTION 5

What analysis type could you use in a program to compare the positive stakeholders and their position, power, and influence over your program to the same variable components of the negative stakeholders in your program?

- A. Sensitivity analysis
- B. Stakeholder analysis
- C. Monte Carlo simulation
- D. Force field analysis

Correct Answer: D

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