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**QUESTION 1**

All of the following are resources that you will need to monitor and control in a program environment except for which one?

- A. Staff members
- B. Contracts
- C. Quality
- D. Equipment

Correct Answer: C

QUESTION 2

A program to implement a company's new system is nearing completion and the program manager attempts to close the program. However, despite training provided to the operational staff on the new system, there is concern that the defined expected benefits will not be fully realized.

To prevent this concern in the future, which of the following should occur?

- A. Collaboration with the operational staff to develop the benefits sustainment plan
- B. Communication of the new capabilities' benefits to the operational staff
- C. Development and execution of a benefits transition plan to prepare the operational areas
- D. Identification of the risk in the program risk register and development of a plan to address the risk

Correct Answer: C

QUESTION 3

Alice is the project manager of the NHQ Project and is entering the project's closing processes. The project, she has managed, has been for another organization in a contractual relationship. Her organization requires Alice to complete performance reviews of the project team, review the deliverables with the project customer, and to obtain formal signoff of the project deliverables. There may be other conditions and activities that Alice likely will need to do in this final project phase. Where can Alice check regarding this project?

- A. Project Integration Plan
- B. Project Contract
- C. Project Quality Control procedures
- D. Project Communications Management Plan



Correct Answer: B

QUESTION 4

A program manager concurrently implements a software program at four client locations. The client's objective is to maintain quality while shortening the software implementation timeline. What key elements should be included in the benefits register to achieve this goal?

- A. Plans for tracking and communicating risks associated with the program
- B. Plans for conducting program quality assurance and control on a regular basis
- C. Plans for program schedule control to meet the shorter timeline
- D. Plans for defining metrics and key performance indicators (KPIs), and procedures to measure benefits.

Correct Answer: D

QUESTION 5

The program director of a four-year program, estimated to require 600,000 person-days effort, notices that team morale has decreased over the last three months. The program is at a critical stage with 70% completion through the test phase. A number of defects are found that result in teams working additional hours. The program director requests that the program management office (PMO) gather metrics to monitor the situation.

Which of the following metrics should the PMO capture on a monthly basis?

- A. Billable hours charged to the program, non-billable hours charged to the program, quantity of defects per full-time equivalent (FTE)
- B. Absenteeism rate, staff turnover, quantity of defects, total hours worked, average number of FTEs
- C. Amount of hours spent on rework of software coding, retesting, and on non-rework activities
- D. Absenteeism rate, staff turnover and leave liability

Correct Answer: B

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