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**QUESTION 1**

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.

Correct Answer: ACD

QUESTION 2

Andy is the program manager of the HQN Program. This program is nearing its completion and there is still \$25,000 left in the program budget. Andy has asked the program team to identify some extra deliverables that can be included in the program scope to improve the program deliverable but also to use all of the funds in the budget. What term is assigned to the actions that Andy is trying to do in this instance?

- A. Value-added change requests
- B. Zero based budgeting
- C. Integrated change control
- D. Gold plating

Correct Answer: D

QUESTION 3

You are the program manager for the NHQ Program. Your program has a budget of \$4,500,000 and has lasted for two years. Your program has just completed its final deliverable and you're completing the final program closure processes. What document must the program customer must now sign as part of program closure?

- A. The customer must now sign the program scope.
- B. The customer must now sign the payment for the program work.
- C. The customer must now sign the certificate of program closure.
- D. The customer must now sign the operational transfer agreement.

Correct Answer: C

**QUESTION 4**

Donna is the project manager for her organization. She is preparing a plan to manage changes to the project should changes be requested. Her change management plan defines the process for documenting, tracking, and determining if the changes should be approved or declined. What system is considered the parent of the change control system documented in Donna's plan?

- A. Quality Management System
- B. Change Control System
- C. Project Management Information System
- D. Integrated Change Control System

Correct Answer: C

QUESTION 5

You are the program manager for your organization. A new program is about to be initiated and Marcy, your assistant, asks you about the themes that all new programs must map to. All of the following are themes that you can discuss with Marcy except for which one is not a program theme?

- A. Stakeholder management
- B. Requirements analysis
- C. Benefits management
- D. Program governance

Correct Answer: B

QUESTION 6

Which of the following is responsible to sign off on the closure documents of a project?

- A. Project team members
- B. Project Manager
- C. End user
- D. Sponsor

Correct Answer: D

QUESTION 7

A program manager is working with the sponsor, stakeholders, and steering committee to formulate a program's benefits sustainment and transition plan. What should the program manager do to create this plan?



- A. Identify key measures to compare expected benefits in the benefits management plan with actual performance once benefits sustainment and program transition starts.
- B. Assign creation of the benefits sustainment plan to the organization responsible for monitoring and controlling the sustainment period.
- C. Interview stakeholders, and revise the benefits management plan to provide new insight into the program's execution and benefits sustainment period.
- D. Update the benefits management plan, and provide a copy to the organization responsible for measuring the sustainment period.

Correct Answer: A

QUESTION 8

A small, regional utility closes a customer rewards program and transitions it to operations. The executive sponsor and program manager are concerned about the impact on benefits realization. The program manager assures the executive sponsor that any corrective actions will be included in the next phase.

What should the program manager do to ensure a successful transition?

- A. Ask each project manager to consolidate and file all program documentation in the corporate archives.
- B. Obtain all project manager's contact information, and then have them reassigned back to their functional managers.
- C. Ask the program's business analyst to collect all project information and create a report.
- D. Ensure that all program documents, including lessons learned, are archived in the knowledge repository.

Correct Answer: D

QUESTION 9

The chief executive officer reminds a program manager that a program must deliver a 30% reduction in customer complaints by the end of the year. Where is this expectation documented?

- A. Program quality standards
- B. Customer management plan
- C. Benefits management plan
- D. Benefits sustainment plan

Correct Answer: C

QUESTION 10



A program is in its last year of execution. The program manager will receive a performance bonus if executive leadership and the program steering committee determine that the program is a success.

How can the program manager justify receiving a performance bonus upon program closure?

- A. Update the business case analysis document indicating how each goal was attained.
- B. Prepare a financial framework to show effective financial management and alignment with profit metrics.
- C. Provide a report using the benefits management plan to demonstrate overall benefits realization.
- D. Conduct a customer satisfaction survey to show program success.

Correct Answer: D

QUESTION 11

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 12

A program manager is responsible for constructing a US\$50 million building. Management suggests it will take three years to complete. The program manager can select a design-build option to optimize the construction schedule to 1.5 years. However, heavy demand for steel is causing price increases and delivery delays. If this trend continues, it could take as long as 4.5 years to complete construction. You learn that a new technology can yield a definitive delivery schedule of 1.25 years.

What is the expected time of delivery?

- A. 1.25 years
- B. 1.50 years
- C. 1.75 years
- D. 1.00 years



Correct Answer: A

QUESTION 13

You have completed a project for a client at his facility. The project has lasted for 18 months and you have generated many reports, plans, change request forms, and other documents about the project work. What should you do with the project documentation?

- A. Give it to the client for his information.
- B. Destroy it, as this information is relevant to the client.
- C. Archive it as part of your organization's process assets.
- D. Leave it as is for the client to destroy or archive.

Correct Answer: C

QUESTION 14

A program sponsor is concerned about the status of high-priority risks and budget variances. The program manager should refer to which of the following?

- A. Program status dashboard
- B. Program management plan
- C. Program performance report
- D. Program management information system (PMIS)

Correct Answer: A

QUESTION 15

Which one of the following is the best example of transference?

- A. Your program has some very dangerous activities so you hire a training company to train your program team.
- B. Your program creates an opportunity that your company can realize on its own so it brings in a competitor to help seize the opportunity.
- C. Your program must be completed by a given deadline as government inspectors are scheduled to review the work to determine its accuracy.
- D. Your program is dealing with a new technology that you and your program team are not familiar with so you hire a consulting company to complete this work for you.



Correct Answer: D

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