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QUESTION 1
A program governance board mandates that phase gate reviews must be held so each component project can be reviewed and individually authorized to proceed to the next phase. The first thing the program manager does is track and report the actual benefits realized. What should the program manager do next?

A. Identify factors influencing the delivery of benefits at this stage.
B. Update the risk register with the identified relevant new risks.
C. Gather additional stakeholders' requirements relevant to this stage.
D. Demonstrate that other stage gate requirements have been met.

Answer: A
Explanation:
After tracking and reporting actual benefits, the program manager should analyze the factors influencing benefits delivery to determine whether outcomes align with expectations and to inform decisions at the phase gate review.

QUESTION 2
A program sponsor asks a program manager to explain the planned activities, timeframes, and criteria for achieving program value. What should the program manager do to satisfy this request?

A. Meet with component project managers and update the program roadmap.
B. Ask the program scheduler to update the integrated schedule.
C. Develop a program management plan and provide it to the program sponsor.
D. Provide the benefits realization management plan to the program sponsor.

Answer: D
Explanation:
The benefits realization management plan outlines the planned activities, timelines, and criteria required to achieve and measure the program's intended value.

QUESTION 3
A program manager of a complex infrastructure program involving multiple projects and contractors has defined the program benefits and mapped them to the strategic objectives of the organization. The program manager has also assigned a benefit owner for each benefit. What should the program manager do next to capture and validate the program benefits delivery?

A. Conduct a risk analysis and identify the potential threats and opportunities that may affect the program benefits.
B. Perform a stakeholder analysis and identify their expectations, interests, and influence on the program benefits.
C. Develop a program benefits register and document the benefit descriptions, measures, targets, and owners.
D. Establish a program benefits management office (PBMO) and assign roles and responsibilities for benefits management.

Answer: C
Explanation:
Creating the program benefits register documents each benefit along with its measures, targets, and ownership, enabling structured tracking and validation of benefits delivery throughout the program lifecycle.

QUESTION 4
A program sponsor receives a complaint from a high-profile user of a deployed software product and reports it to the program manager. What should the program manager do?

A. Schedule a meeting with the software developers and ask them to fix the bug.
B. Forward the complaint to the service desk and inform the program sponsor.
C. Direct the software developer to contact the user to address the complaint.
D. Contact the user and let the program sponsor know when the situation is resolved.

Answer: B
Explanation:
Once the product has been deployed, operational issues should be handled through established support channels to ensure proper incident management while keeping the sponsor informed.

QUESTION 5
A program manager for a large infrastructure program in the delivery phase is reviewing component projects with their respective project managers. The project manager for the cloud integration project notifies the program manager that changes in the organization's security review process will add scope to the project. The additional scope will delay delivery of the cloud integration project and may also impact the other three projects. How could the program manager ensure a successful program?

A. Review the project schedule to provide an update when there are significant changes to the scope, time, or cost.
B. Continually oversee the component projects through the delivery phase and notify the steering committee when changes occur.
C. Keep track of the scope changes in the change control log and ask the steering committee for approvals.
D. Continually oversee the component projects through the delivery phase and replan or realign to accommodate changes.

Answer: D
Explanation:
Continuously overseeing component projects and adjusting plans to realign interdependencies ensures that scope changes are integrated effectively while minimizing impacts on overall program objectives and delivery.

QUESTION 6
A program sponsor and key stakeholders are evaluating the requirements for a new program manager they are planning to hire. The program sponsor explains that they need to select a program manager who will be able to bridge the gap between the current state of the organization and the desired future state. What knowledge and skills should the program manager possess to assist in obtaining this position?

A. Organizational environment factors
B. Organizational change management
C. Business case and program charter
D. Program benefits management plan

Answer: B

Explanation:
Organizational change management knowledge and skills enable the program manager to guide the transition from the current state to the desired future state by aligning people, processes, and structures with strategic objectives.

QUESTION 7
A company's strategic plan includes five major goals that are weighted:

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Goal 1 = 0.2
Goal 2 = 0.1
Goal 3 = 0.3
Goal 4 = 0.4
Goal 5 = 0.1

Goal 1 - reduce operational costs
Goal 2 - delivery of the highest quality
Goal 3 - speed up innovation
Goal 4 - shorten development and research schedule
Goal 5 - prompt economic sustainability
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During a committee meeting, the program manager needs to review the program and recommend one.

Program A is partially supported by goal 1, fully supports goals 2 through 4, and does not support goal 5.

Program B fully supports goals 1, 3, 4, and 5 and does not support goal 2.

Program C fully supports goals 1 and 2, partially supports goals 3 and 4, and does not support goal 5.

Program D partially supports goals 1, 2, and 5 and fully supports goals 3 and 4.

Based on the information provided, which program should the program manager recommend?

A. Program B
B. Program D
C. Program A
D. Program C

Answer: A
Explanation:
Calculating the weighted alignment for each program shows that the program fully supporting the highest-weighted goals contributes the greatest total strategic value, resulting in the strongest overall alignment with the organization's strategic objectives.

QUESTION 8
When working on shared goals, program team members from different departments need to work on areas where they need to strengthen their expertise. What should the program manager do to help strengthen team members' expertise?

A. Train team members to improve their expertise in various domains and ensure they are technically challenged.

B. Empower team members to meet for a group coaching process to summarize facts and data.
C. Advise the team members to focus on the program domain and perform program risk management.
D. Explain to the team members that this is a primary benefit to improve the program communications management plan.

Answer: A
Explanation:
Providing targeted training enhances team members' capabilities in areas where they lack expertise, enabling them to contribute more effectively toward shared program goals.

QUESTION 9
A program is in the execution stage and is progressing as planned. Projects and components are being delivered according to the project management plans with some scheduling delays. What should the program manager do to align outcomes?

A. Conduct an audit to identify any gaps that need to be resolved.
B. Arrange a team meeting to brainstorm and establish a plan.
C. Review program benefits to determine alignment with program goals.
D. Perform a review of team performance to confirm it is aligned with the strategy.

Answer: C
Explanation:
Reviewing program benefits ensures that delivered outputs and ongoing work remain aligned with the intended outcomes and strategic objectives despite scheduling delays.

QUESTION 10
An organization is restructuring to accelerate a new service that will establish the company as a market competitor. With the organizational transition, a business leader has cancelled a program to realign resources to the new service. What should the program manager do?

A. Close the program and recognize the business benefits realized.
B. Operationalize the completed projects and cancel the program.
C. Terminate the remaining component projects and cancel the program.
D. Conduct formal program closure activities and capture lessons learned.

Answer: D
Explanation:
When a program is cancelled, the program manager should carry out formal closure to document outcomes, ensure proper transition or termination of work, and capture lessons learned for future initiatives.

QUESTION 11
A program manager has finished the delivery and handoff of a program benefit. Feedback from the company's sales team is that the benefit is not meeting strategic expectations. What action should the program manager take?

A. Review the program roadmap for delayed dependencies related to the benefit.
B. Review the program scope to ensure the delivered benefit matches the planned benefit.
C. Review the lessons learned for any issues during the execution and delivery of the benefit.

D. Review what-if and causal analysis to determine the actions needed to align the benefit.

Answer: D
Explanation:
Performing what-if and causal analysis helps determine why the delivered benefit is not meeting strategic expectations and identifies the necessary corrective actions to realign it with intended outcomes.

QUESTION 12
An e-commerce enterprise is initiating a nationwide platform program. During the benefits delivery phase of the program, some components managers encounter issues that have violated some cities' agricultural procurement policies. The component managers think these issues are beyond their authority. What should the program manager do?

A. Arrange high-level meetings with these cities' governmental supervisors to discuss these issues.
B. Persuade the component managers to deal with the issues as these are within their responsibilities.
C. Evaluate these issues in terms of defined program risk thresholds to determine appropriate solutions.
D. Report these issues to the program sponsor to schedule meetings with the city's regulatory agency.

Answer: C
Explanation:
Assessing the issues against established program risk thresholds enables the program manager to determine the appropriate response and level of escalation needed for regulatory compliance concerns.

QUESTION 13
Company A is building a global monitoring network in 40 countries. The program completes the planning phase and a review is conducted to ensure strategic alignment with the intended program and company goals. One of the issues identified to improve program progress is the lack of incorporation of both software and configuration management tools. What does the program manager need to address?

A. Program performance monitoring and controlling
B. Program delivery management
C. Program management information system
D. Program roadmap

Answer: C
Explanation:
Integrating software and configuration management tools is part of establishing an effective program management information system to support coordination, tracking, and control across the program.

QUESTION 14
A program has multiple components that are critical to its success and influenced by different stakeholder groups. To achieve effective stakeholder engagement, the program manager should disseminate component-related information to key stakeholders. What should the program manager do?

A. Establish the program communication management plan to develop and foster relationships with stakeholders.
B. Establish the program stakeholder engagement plan to facilitate program success.
C. Establish the program benefits management plan that meets stakeholder requirements.
D. Establish the program governance plan to ensure the stakeholders with high influence are included.

Answer: A
Explanation:
Developing the program communication management plan ensures that relevant component information is appropriately disseminated to stakeholders to support engagement and relationship building.

QUESTION 15
The defect rate of the program deliverables is increasing but there is no baseline in place to determine if the situation requires programmatic corrective action or if the rate is normal. The sponsor is concerned this situation will cause unbudgeted cost escalation and diminished shareholder value. What should be program manager do?

A. Update program management plans by incorporating the corrective actions.
B. Meet with the project teams to determine the cost of the corrective actions.
C. Conduct internal and external benchmarking to determine program resource efficiency.
D. Implement a quality review of the program to help ensure key monitoring processes.

Answer: C
Explanation:
Benchmarking establishes a reference point for performance by comparing current defect rates with internal or external standards, enabling the program manager to determine whether corrective action is necessary.

QUESTION 16
A program is in the execution phase and appears to be on schedule, but invoices have exceeded the monthly budget. The program sponsor requested additional indicators as part of the monthly program status reporting cycle to enhance the ability to monitor program health. Which of the key performance indicators (KPIs) should the program manager provide to the program sponsor to address the concern?

A. Cost and revenue per unit delivered
B. Production volume and defect rate
C. Return on investment (ROI) and net present value (NPV)
D. Schedule performance index (SPI) and cost performance index (CPI)

Answer: D
Explanation:
Providing schedule and cost performance indices enables objective monitoring of schedule efficiency and cost efficiency to identify potential budget overruns despite apparent schedule adherence.

QUESTION 17
A program sponsor has just hired a program manager for a critical program for an organization.

The sponsor mentions that this is a high-risk program because it requires cooperation from multiple business units and vendors. The program manager needs to pay attention to managing risks for the program. What should the program manager do?

A. Create the risk management plan in the program definition phase and baseline and review it in the program delivery phase.
B. Create the risk management plan early in the program definition phase and review it throughout the life cycle of the program.
C. Create the risk management plan in the planning stage phase and review it throughout the life cycle of the program.
D. Create the risk register early in the program definition phase and use it to create the program risk management plan later.

Answer: B
Explanation:
Developing the risk management plan early in the program definition phase and continuously reviewing it throughout the program lifecycle ensures that risks arising from cross-unit and vendor dependencies are proactively managed.

QUESTION 18
A program manager needs to add several component projects to realize the intended benefits of a program. The program manager realizes the organization may not have sufficient resources to address all the component projects. What should the program manager present to the governance board?

A. Assign available resources to as many components as possible to realize program benefits.
B. Optimize resource assignments to maximize program benefits with existing resources.
C. Realign the program's schedule to enable the delivery of intended benefits with limited resources.
D. Obtain permission to engage external contracted resources to realize program benefits.

Answer: B
Explanation:
Presenting an optimized allocation of available resources demonstrates how to achieve the maximum intended benefits within existing constraints, supporting informed governance decisions on prioritization and value delivery.

QUESTION 19
A company is exploring ways to save money in the coming quarter and may cancel a program. The program sponsor asks the program manager to update the benefits realization plan so senior leadership can see the future program value. What should the program manager show as an output of this effort?

A. Governance and adequate resources are essential benefits.
B. Commencement of work is driven by benefits identification.
C. Planned benefits are identified in authorizing documents.
D. Net benefits justify the allocation of company resources.

Answer: D
Explanation:
Demonstrating that the net benefits outweigh the costs shows the program’s future value and supports justification for continued allocation of organizational resources.

QUESTION 20
A program manager is assigned a major scope increase to deliver a novel product on a high-risk schedule. The product must deliver within six months due to external competitive pressures and the need to realize revenue sooner. The component project managers are all asking for additional personnel to deliver on time. What should the program manager do?

A. Authorize overtime for the existing workforce on the projects' critical path.
B. Reduce work on noncritical path activities to free resources to work the critical path.
C. Engage with procurement to hire expert contractors from an approved supplier.
D. Contact human resources to determine if there are underutilized employees available.

Answer: B
Explanation:
Reallocating effort from noncritical path activities to the critical path helps optimize existing resources to protect the schedule and meet the aggressive delivery timeline.

QUESTION 21
A program team is responsible for a 5-year facial recognition technology program throughout local hospitals. During the program delivery phase, the program steering committee asks to extend the frequency of the decision-point reviews. What should the program manager do?

A. Conduct an unplanned audit on the performance of the decision-points.
B. Follow a defined checklist to verify the outcomes of the intermediate benefits.
C. Influence the program steering committee to keep the decision-point process.
D. Understand the reason behind this request and review governance process.

Answer: D
Explanation:
Understanding the rationale for extending the decision-point review frequency allows the program manager to assess whether governance processes need adjustment to maintain effective oversight and alignment.

QUESTION 22
A program manager is managing a program with three components. One of the component managers and a key subcontractor are unable to collaborate well together. The component manager has attempted to work with the subcontractor but, after many attempts of conflict resolution, they inform the program manager they can no longer work together. How should the program manager resolve this issue?

A. Meet with the component manager and subcontractor to resolve the issue.
B. Escalate to the program sponsor for resolution.
C. Meet with all component managers and the subcontractor to resolve the issue.
D. Escalate to the program governance committee.

Answer: A
Explanation:
Facilitating a direct discussion between the involved parties allows the program manager to address the collaboration issue at the appropriate level and work toward a resolution that supports component performance and program objectives.

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