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Guarantee

Vendor:PMI

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QUESTION 1

An organization is considering a new program. The business analyst believes that the benefits to the organization would equate to \$1,550,000 in five years. If the rate of return for this program is six percent what is the maximum amount the organization should invest in this program?

- A. \$1,158,250
- B. It depends on the internal decision making process.
- C. \$2,074,249
- D. \$1,550,000

Correct Answer: A

QUESTION 2

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 3

A program manager is concerned that a program will be unable to achieve its intended benefits.

How should the program manager handle this concern?

- A. Meet with the program management office (PMO) to review critical program success factors.
- B. Meet with the component project managers to reallocate resources within the program.
- C. Meet with the program stakeholders to determine if a reduction in program scope is acceptable.
- D. Meet with the component project managers to perform risk analysis.

Correct Answer: A

QUESTION 4

There are five stages of team development. At which stage are there likely to be disagreements and struggle for roles in the program team?

- A. Adjourning
- B. Forming
- C. Confronting
- D. Storming

Correct Answer: D

QUESTION 5

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

Correct Answer: ABD

QUESTION 6

Which of the following program process outputs includes causes of variances from the program management plan, corrective actions taken and their outcomes, risk mitigations, and other information of value to management and stakeholders of future programs?

- A. Lessons learned
- B. Supporting details
- C. Program management plan updates
- D. Assumptions

Correct Answer: A

QUESTION 7

An organization requests that a junior project manager, with no previous experience or training in the industry, take over a complex program component. The program component involves senior subject matter experts and has dependencies with other large projects to deliver key benefits to the organization.

How should the junior project manager respond to this request?

- A. Accept the assignment, identify the skill gaps, and request training.
- B. Reject the assignment, because of the ethical requirement not to accept work for which the project manager is not qualified.
- C. Accept the assignment as a challenge and an opportunity to acquire new skills and seek advice from a senior project manager.
- D. Reject the assignment because of fear of failure and resulting negative career impact.

Correct Answer: A

QUESTION 8

A program completes all component projects and all identified benefits are being delivered. However, the program sponsor is concerned that long-term benefits may not meet organizational performance parameters. To ensure the realization of long-term benefits, what should the program manager use?

- A. Benefits register
- B. Benefits sustainment plan
- C. Benefits management plan
- D. Benefits transition plan

Correct Answer: B

QUESTION 9

External resources are required for a program. The program manager receives bids from multiple vendors and presents the top vendor to the program governance board. One program governance board member asks the program manager to select a vendor that was dismissed early in the selection process because they were not on the approved vendor list. The program manager learns that this program governance board member has a personal connection to this vendor.

What should the program manager do?

- A. Add the vendor to the approved list
- B. Report an ethics violation
- C. Agree to engage the vendor due to the program governance board member's program influence
- D. Initiate a new vendor selection bid process

Correct Answer: B

QUESTION 10

You are trying to determine if you should buy or build a solution for your program. If you build the solution it will cost you \$45,000 to create and \$7,000 per month to support. A vendor reports that they can create the solution for you for \$1,000 but you will have to pay them \$9,000 per month to support the solution. Should you buy or build this solution?

- A. Build the solution if you will use it longer than 22 months.
- B. Buy the solution if you will use it longer than 24 months.
- C. Buy the solution if you will use it longer than 22 months.
- D. Build the solution if you will use it longer than 25 months.

Correct Answer: C

QUESTION 11

A company CEO meets with key customers to learn how they can be better served. After discovering that some executive team members disagree with each other, the CEO asks the program management office (PMO) to develop a program to better serve key customers based on their strategic importance to the company's long-term goals.

What should the program manager do to establish and successfully manage the program's direction?

- A. Create a program strategy to obtain the required funding from the portfolio decision team
- B. Develop and foster relationships with stakeholders to improve communication
- C. Conduct stakeholder interviews to address their concerns and expectations
- D. Identify a list of projects, and then assign them suitable project managers

Correct Answer: C

QUESTION 12

You are the program manager of the HNG Program. This program has a budget at completion of \$2,345,900 and is expected to last two years. The program is currently 30 percent complete and you have spent \$789,000. The program is supposed to be 35 percent complete but do to some delays you're slightly behind schedule. Based on this information, how many pennies is the program losing per dollar invested in the program work?

- A. 17
- B. 11
- C. 15
- D. 14

Correct Answer: B