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Program Management Professional (PgMP)

PMI PgMP

Version Demo

Total Demo Questions: 51

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Topic Break Down

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QUESTION NO: 1

Which of the following activities support effective program benefits measurement? Each correct answer represents a complete solution. Choose all that apply.

A. Defining measurable benefit indicators and target values

B. Establishing a baseline for the current operational condition

C. Assigning an accountable benefit owner

D. Measuring only the number of completed component deliverables

ANSWER: A B C

Explanation:

Defining measurable benefit indicators and target values supports benefits measurement because the program must establish how achievement will be evaluated. Clear measures and targets make it possible to compare actual outcomes with expected value.

Establishing a baseline for the current operational condition is also appropriate. A baseline provides a valid point of comparison for determining whether the program has produced the intended improvement, such as reduced processing time, increased revenue, or improved customer satisfaction.

Assigning an accountable benefit owner supports effective measurement and sustainment because an operational owner is responsible for monitoring the outcome and taking actions after transition to ensure that the benefit is achieved and maintained.

Measuring only the number of completed component deliverables is not sufficient. Deliverables are outputs; they do not necessarily demonstrate that stakeholders received the intended utility or strategic value. See PMI's Benefits Realization Management resources and Program Management standards.

QUESTION NO: 2

You are the program manager of a business transformation program. A component project proposes to delay its implementation by three months to reduce its local cost variance. The delay would also postpone the start of two dependent components and defer realization of a high-priority program benefit. What should you do first?

A. Approve the delay because it improves the component project's cost performance.

B. Assess the program-wide impact of the proposed delay.

C. Direct the component manager to maintain the existing date without analysis.

D. Remove the dependent components from the program schedule.

ANSWER: B

Explanation:

Assess the program-wide impact of the proposed delay is correct because the component project's local cost position is only one factor in a decision that affects program dependencies, integrated milestones, benefit timing, resource commitments, and strategic value. The program manager must evaluate the proposed action from the perspective of the entire program rather than permitting an isolated component optimization to create larger program-level consequences.

The assessment should involve the affected component managers and should identify impacts to schedules, costs, risks, benefit realization, stakeholder commitments, and alternative response options. The program manager can then make a recommendation or escalate the decision through the defined governance process if the change exceeds delegated authority. Approving the delay solely because it improves one component's cost performance could harm the program's overall value delivery. See PMI's Program Management standards and the PMBOK® Guide and Standards.

QUESTION NO: 3 - (SIMULATION)

You are the program manager for your organization and you are trying to determine the possible outcomes of

a risk event. You ' re analyzing the risk event ' s worst case scenario, most likely scenario, and optimistic scenario to simulate the possible affects of the risk on the program ' s cost, time, and scope ramifications. What simulation technique are you using in this situation?

ANSWER: See the explanation for the answer

Explanation:

Answer: Monte Carlo simulation (Monte Carlo analysis).

Monte Carlo simulation evaluates a range of potential risk outcomes by using probability distributions, often derived from optimistic, most likely, and worst-case (pessimistic) estimates. It runs many iterations to model the possible effects of the risk event on program cost, schedule/time, and scope.

The three scenarios provide the input estimates; the simulation technique that analyzes their combined possible outcomes is **Monte Carlo analysis**.

QUESTION NO: 4

Which of the following actions are appropriate when a key stakeholder's influence and attitude toward the program change significantly? Each correct answer represents a complete solution. Choose all that apply.

A. Update the stakeholder analysis and engagement approach.

B. Review the communications approach and adjust information needs or communication methods.

C. Assess potential impacts on program decisions, risks, and benefits.

D. Remove the stakeholder from program communications without analysis.

ANSWER: A B C

Explanation:

Update the stakeholder analysis and engagement approach is appropriate because stakeholder influence, interest, expectations, and support can change during the program. The program manager should reassess the stakeholder's current position and tailor engagement actions accordingly.

Review the communications approach and adjust information needs or communication methods is also appropriate. A change in influence or attitude may require more frequent interaction, different communication channels, clearer benefit information, or direct discussions to address concerns and maintain support.

Assess potential impacts on program decisions, risks, and benefits is appropriate because an influential stakeholder can affect governance decisions, organizational adoption, funding, scope, and benefits realization. The program manager should identify those effects and escalate material concerns when necessary.

Removing the stakeholder from program communications without analysis is not appropriate. It could increase resistance, reduce transparency, and prevent the program manager from understanding or addressing the stakeholder's concerns. See PMI's PMBOK® Guide and Standards and Program Management standards.

QUESTION NO: 5

A program is preparing to transition a new service capability to operations. Which of the following actions support an effective operational transition? Each correct answer represents a complete solution. Choose all that apply.

A. Obtain formal acceptance of transition deliverables from the accountable operational owner

B. Confirm that operational personnel have the required knowledge, procedures, and support arrangements

C. Define post-transition benefit monitoring and reporting responsibilities

D. Terminate all program records before the transition is complete

ANSWER: A B C

Explanation:

Obtain formal acceptance of transition deliverables from the accountable operational owner is appropriate because the receiving organization must acknowledge that it has accepted responsibility for the capability and applicable transition requirements. **Confirm that operational personnel have the required knowledge, procedures, and support arrangements** is appropriate because a completed technical deliverable may fail to produce benefits if operations cannot use and sustain it effectively.

Define post-transition benefit monitoring and reporting responsibilities is appropriate because benefits may be realized after the program transitions outputs to operations. Terminating all program records before the transition is complete would undermine governance, traceability, and future benefits measurement. See PMI's Benefits Realization Management resources and Program Management standards.

QUESTION NO: 6

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.

ANSWER: A

Explanation:

Meeting with the program management office (PMO) to review critical program success factors is appropriate because intended benefits are the central measure of a program's continuing value and viability. Critical success factors provide the conditions, capabilities, assumptions, and organizational support that must be present for the program to deliver its planned benefits. Reviewing them with the PMO helps the program manager assess whether the program remains aligned with organizational strategy, whether key enabling conditions are still valid, and whether governance-level support or decisions are required to protect benefit realization.

This is a program-level concern rather than merely a component-level delivery issue. The PMO can provide governance insight, enterprise context, performance information, and escalation pathways needed to validate the benefit outlook and determine appropriate corrective direction. This review supports informed decisions about the program while maintaining alignment with the benefits realization plan and the organization's strategic objectives. PMI describes programs as coordinated management of related components to obtain benefits not available when managed separately; sustaining focus on those benefits is therefore a core program-management responsibility. See PMI's The Standard for Program Management and its benefits realization resources.

QUESTION NO: 7

Which of the following are appropriate elements of a program benefits realization plan? Each correct answer represents a complete solution. Choose all that apply.

A. Measures and target values for expected benefits

B. Accountability for realizing and sustaining each benefit

C. Transition activities needed to enable operational use of program outputs

D. A detailed list of every component project's daily activities

ANSWER: A B C

Explanation:

Measures and target values for expected benefits are appropriate because they establish how benefit achievement will be evaluated. **Accountability for realizing and sustaining each benefit** is also appropriate because benefits frequently continue to be realized after individual components are complete and operational ownership is essential.

Transition activities needed to enable operational use of program outputs are appropriate because a deliverable must often be adopted into operations before it can create the intended outcome. A detailed list of every component project's daily activities belongs in the relevant component management plans rather than the program benefits realization plan. See PMI's Benefits Realization Management resources.

QUESTION NO: 8

You are the program manager for your organization. When a project in your program is completed, who will need to sign the certificate of completion?

A. The project manager

B. The program customer

C. The program stakeholders

D. The project management team

ANSWER: B

Explanation:

The program customer is the appropriate party to sign the certificate of completion because completion requires formal acceptance by the party authorized to accept the project's deliverables and confirm that the agreed work has been completed. In a program context, the program manager coordinates governance and ensures that component projects are appropriately closed, but acceptance remains a business decision made by the customer or authorized customer representative. That signature provides objective evidence that the completed project has met its acceptance criteria and that its outputs can be transitioned, used, or incorporated into the program's intended benefits delivery. It also establishes a clear closure record for program governance, contractual accountability where applicable, and organizational knowledge management. PMI describes acceptance as the formal acknowledgment that deliverables satisfy specified requirements; project and program closure activities must retain the corresponding acceptance and transition records. The program manager should therefore ensure the certificate is obtained and archived as part of component-project closure, while the program customer supplies the formal acceptance signature. See PMI's PMBOK Guide and Standards and the PgMP certification overview.

QUESTION NO: 9

A component project has identified a dependency on a program-level data platform that will not be available until two months after the component's planned testing date. Which of the following actions should the program manager take? Each correct answer represents a complete solution. Choose all that apply.

A. Record and analyze the dependency and its effect on program milestones

B. Facilitate coordination between the affected component managers and the data-platform owner

C. Require the component project to continue testing without the required platform

D. Escalate the dependency when it threatens approved program objectives or requires a governance decision

ANSWER: A B D

Explanation:

Record and analyze the dependency and its effect on program milestones is appropriate because interdependencies must be visible and evaluated at the program level. The analysis should consider affected component schedules, risks, costs, benefit timing, and alternatives.

Facilitate coordination between the affected component managers and the data-platform owner is appropriate because the program manager integrates work across component boundaries and helps establish an achievable, jointly understood plan. **Escalate the dependency when it threatens approved program objectives or requires a governance decision** is appropriate when the responsible parties cannot resolve the conflict within delegated authority. See PMI's Program Management standards for the coordinated-management context.

QUESTION NO: 10

Which of the following are characteristics of effective program governance? Each correct answer represents a complete solution. Choose all that apply.

A. Defining decision-making authority and escalation paths

B. Providing oversight of strategic alignment and benefits realization

C. Reviewing significant program risks, issues, and changes

D. Performing daily task assignments for every component team member

ANSWER: A B C

Explanation:

Defining decision-making authority and escalation paths is a characteristic of effective governance because stakeholders and component managers need to know who is authorized to make decisions and when matters require escalation. **Providing oversight of strategic alignment and benefits realization** is also essential because programs exist to deliver strategic value, not merely to complete component work.

Reviewing significant program risks, issues, and changes enables the governance body to make informed decisions about matters that may affect program objectives, investment, dependencies, and benefits. Governance does not replace the accountability of component project managers for day-to-day delivery decisions within their delegated authority. See PMI's Program Management standards and the PgMP certification overview.

QUESTION NO: 11

Which of the following statements are true regarding program scope statement? (Choose three.)

A. It defines all the work and only the required work for the program.

B. It formally authorizes the program.

C. It sets authorities and limits for the program manager and team.

D. It represents a common understanding of the program for the purpose of facilitating communication among the stakeholders.

ANSWER: A C D

Explanation:

A program scope statement establishes the program's boundaries and documents the total work needed to achieve the program's intended outcomes, including only work that belongs within the program. This creates a sound basis for scope decisions, planning, integration of component work, and control of changes throughout the program life cycle. By defining those boundaries, it also sets practical limits for the program manager and program team: work outside the agreed program scope is not undertaken unless it is evaluated and authorized through the appropriate governance and change-control processes.

The statement further provides a shared, documented understanding of what the program encompasses. This common reference supports clear communication among sponsors, governance bodies, component managers, program team members, and other stakeholders, particularly when evaluating proposed changes or clarifying ownership of outcomes. These functions align with PMI's treatment of program management as coordinated management of related components to achieve strategic benefits. Formal authorization of the program itself is normally provided through the program charter, while the scope statement defines and communicates the authorized program boundaries. See PMI's The Standard for Program Management and PMI's overview of scope and project-management fundamentals.

QUESTION NO: 12

A large infrastructure development program involves three road construction projects, two sewage line construction projects, and one project to lay underground electric cables. During a program meeting, the project manager of a road construction project communicates that a project risk related to the interdependency with a sewage line project has crossed its risk threshold.

What should the program manager do next?

A. Modify the program schedule to accommodate the risk.

B. Incorporate the project risk into the program risk response strategy.

C. Instruct the project manager to escalate the risk to the program sponsor.

D. Ask the road construction project manager to manage the risk at the project level.

ANSWER: B

Explanation:

Incorporate the project risk into the program risk response strategy. The risk has exceeded its established threshold and arises from an interdependency between two projects in the program. This means its potential effects are no longer confined to the road project's normal project-level risk-management authority; it may affect coordinated sequencing, shared resources, milestones, benefits delivery, and overall program objectives. The program manager should therefore bring the risk into the program-level risk process, evaluate its program-wide exposure, assign appropriate ownership, and coordinate an integrated response across the affected road and sewage-line projects. The response strategy can then be aligned with program governance, including any necessary escalation based on the program's defined thresholds and decision rights. This maintains a consolidated view of material risks and ensures that actions in one component do not unintentionally create adverse effects in another. PMI's program-management guidance emphasizes managing component interdependencies and coordinating program-level responses to risks that can affect program objectives. See PMI's The Standard for Program Management and its risk management standards and resources.

QUESTION NO: 13

You are the program manager for your organization. One of the projects within your program is to install 15,000 light fixtures throughout your organization's corporate campus. The new fixtures will save on electrical costs. Which one of the following choices is an ideal approach to quality assurance and the installation of the light fixtures for this project team?

A. The cost and time of each installation should go down because of the learning curve.

B. The project manager should work with the project team to understand how each fixture is to be installed.

C. The project team members should develop their own system for installation of the fixtures.

D. Use a checklist for the installation because it is repeatable work.

ANSWER: D

Explanation:

Use a checklist for the installation because it is repeatable work. Installing 15,000 fixtures is a high-volume, repetitive activity in which consistent execution is essential to realizing the expected energy savings safely and reliably. A checklist translates the approved installation requirements into a standard, usable sequence for every installation. It can identify required materials, mounting and wiring steps, safety checks, functional testing, inspection points, and completion records. This supports quality by helping the team perform the work consistently and by producing objective evidence that each fixture was installed and verified against the defined requirements.

For repetitive work, checklists also make quality practices scalable: installers and inspectors can apply the same criteria across the campus, promptly identify omissions or recurring defects, and use the resulting records to improve the process. This is aligned with PMI's quality-management focus on planning and managing quality through defined standards, procedures, and quality-control activities. The checklist should be based on applicable electrical codes, manufacturer instructions, organizational standards, and the project's approved quality requirements. PMI describes quality management as ensuring project work and deliverables meet relevant requirements and standards; see PMI's PMBOK Guide and Standards and PMI's quality management resources.

QUESTION NO: 14

Which of the following statements are true regarding the Monitoring and Controlling Program Risks process? Each correct answer represents a complete solution. Choose all that apply.

A. Risk Monitoring and Control is an ongoing process for the life of the program.

B. Planned risk responses should be continuously monitored for new and changing risks.

C. Monitoring reduces the impact of risk by identifying, analyzing, reporting, and managing risks on a continuous basis.

D. It is the process of selecting the most suitable response to reduce the threats to the program objectives.

ANSWER: A B C

Explanation:

Risk Monitoring and Control is an ongoing process for the life of the program because the program environment, component interactions, assumptions, stakeholder expectations, and exposure to uncertainty can change throughout delivery. The program manager therefore maintains visibility of risk status from initiation through transition and closure, rather than treating risk oversight as a one-time planning activity.

Planned risk responses should be continuously monitored for new and changing risks. This includes tracking whether response actions are being implemented, checking whether they remain appropriate as circumstances evolve, identifying emerging risks, and recognizing changes to the probability, impact, urgency, or ownership of known risks. Continuous review enables timely escalation and adjustment within the program's governance structure.

Monitoring reduces the impact of risk by identifying, analyzing, reporting, and managing risks on a continuous basis. This recurring cycle supplies decision-makers with current risk information and supports prompt action to protect program benefits, objectives, and component delivery. PMI's risk-management guidance treats monitoring as an integral activity for tracking risks and response effectiveness over time. See PMI's Project Management Lexicon and the PgMP certification overview.

QUESTION NO: 15

Which of the following types of floats are available? Each correct answer represents a complete solution. Choose two.

A. Half float

B. Full float

C. Total float

D. Free float

ANSWER: C D

Explanation:

Total float and free float are recognized schedule-network concepts used to evaluate activity scheduling flexibility. Total float is the amount of time an activity can be delayed or extended from its early dates without delaying the project finish date or violating a schedule constraint. Program managers use it to understand how much movement is available before an activity affects the overall program or project completion objective. Free float is the amount of time an activity can be delayed without delaying the early start date of any immediate successor activity. It is therefore especially useful for coordinating handoffs and sequencing work among dependent teams while avoiding effects on downstream work. Both values are derived through schedule-network analysis, commonly using the critical path method. Activities on the critical path generally have zero total float, making them important for managing the planned completion date. PMI's terminology distinguishes these measures because they support different management decisions: total float addresses the completion milestone, whereas free float addresses the timing of directly dependent activities. See PMI's Lexicon of Project Management Terms and its PMBOK® Guide and Standards resources.

QUESTION NO: 16

A component project manager escalates an issue regarding a key stakeholder to the program manager. The key stakeholder does not respond to emails or phone calls, and the project manager believes this key stakeholder is exhibiting a negative attitude toward the work. The key stakeholder has a significant influence over the component project, which could impact other components if delays occur. The program managerâ€™s attempts to reach the stakeholder via email also fail.

What should the program manager do next?

A. Escalate the issue to the stakeholderâ€™s supervisor

B. Escalate the issue to the program governance board, as delays will impact the program

C. Update the program risk register to reflect a realized risk and execute the documented risk response

D. Attempt to call the key stakeholder; if unsuccessful, visit their office to identify potential risks

ANSWER: D

Explanation:

Attempt to call the key stakeholder; if unsuccessful, visit their office to identify potential risks is the appropriate next action because the stakeholder is influential, has not responded through asynchronous communication, and may affect component delivery and therefore program outcomes. The program manager should first make a reasonable, direct effort to establish communication using a richer channel. A phone call, followed where appropriate by an in-person visit, can clarify whether the lack of response reflects a concern, a conflict, an availability issue, or another condition requiring program attention. Direct engagement also enables the program manager to listen actively, understand the stakeholder's interests and expectations, assess the potential impact to component interfaces and benefits delivery, and determine whether a risk or issue response is needed. This is consistent with PMI's emphasis on proactively engaging stakeholders and tailoring communication methods to the situation, influence, and engagement needs of stakeholders. Once the facts and stakeholder concerns are understood, the program manager can document any resulting risk or issue and take action through the appropriate program governance and escalation paths. See PMI's PMBOK Guide and Standards and its overview of program management.

QUESTION NO: 17

The program manager has a global program with five component projects. The program sponsor wants the management plans, processes/procedures, and technology to be uniform across the program. The requirements will create issues and result in increased costs. The program sponsor is new and has imposed these new requirements six months into a three-year program.

What should the program manager do next?

A. Accept what the program sponsor requires and implement the changes.

B. Discuss the proposed changes with the stakeholders and project managers, and give the program sponsor the best option.

C. Respond to the program sponsor if the program sponsor asks about it a second time.

D. Present the risks and benefits of the changes to the program sponsor.

ANSWER: B D

Explanation:

The program manager should first discuss the proposed changes with the stakeholders and project managers, and give the program sponsor the best option. A program-wide standardization request affects multiple component projects, so the program manager needs coordinated input to understand impacts on component scope, schedules, costs, resources, existing plans, delivery dependencies, and expected benefits. This analysis supports program-level integration and enables a recommendation that considers the program's strategic objectives rather than treating the request as an isolated project change.

The program manager should also present the risks and benefits of the changes to the program sponsor. The sponsor is the appropriate governance authority to make an informed decision about a significant requirement with cost and issue implications. Clear risk-and-benefit information, supported by stakeholder and component-manager analysis, allows the sponsor to determine whether the anticipated value of uniform plans, procedures, and technology justifies the investment and disruption. This approach reflects program management's emphasis on stakeholder engagement, governance, benefits realization, and integrated decision-making. See PMI's The Standard for Program Management and the PMI Lexicon of Project Management Terms.

QUESTION NO: 18

Which of the following are appropriate responsibilities of a program governance board? Each correct answer represents a complete solution. Choose all that apply.

A. Approving significant program-level changes

B. Reviewing program performance and benefit realization

C. Resolving escalated decisions that exceed the program manager's authority

D. Assigning daily work to individual component team members

ANSWER: A B C

Explanation:

A program governance board provides oversight and decision-making authority for matters that affect the program's continued alignment, investment, benefits, and strategic direction. **Approving significant program-level changes** is appropriate because changes affecting multiple components, program benefits, funding, or strategic objectives require review at the appropriate governance level.

Reviewing program performance and benefit realization is also a governance responsibility. The board uses integrated information about progress, risks, forecasts, dependencies, and benefits to determine whether the program remains viable and aligned with organizational strategy. **Resolving escalated decisions that exceed the program manager's authority** is appropriate because governance establishes escalation paths for decisions that require sponsor or executive authority.

Assigning daily work to individual component team members is not normally a governance-board responsibility. That work belongs to the relevant project, operational, or functional managers. See PMI's Program Management standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 19

Complete the following phrase about quality management: Quality isinto a program, notinto a program.

A. Built, inspected

B. Planned, inspected

C. Planned, controlled

D. Executed, controlled

ANSWER: B

Explanation:

Planned, inspected correctly completes the quality-management principle: quality is planned into a program, not inspected into it. In program management, quality begins with defining quality requirements, standards, acceptance criteria, metrics, and governance approaches early enough for them to shape component planning and delivery. This makes quality a built-in characteristic of the work and its intended benefits, rather than something assessed only after outputs have already been produced.

Planning quality also establishes the basis for consistent assurance and control across the program. The program team can align component work, supplier expectations, stakeholder needs, and benefit-related measures to a common quality approach. Reviews and inspections remain valuable activities for verifying that deliverables conform to requirements and for identifying defects or improvement opportunities. However, inspection does not create quality after the fact; it evaluates whether the planned quality expectations have been achieved. This prevention-oriented view supports predictable delivery, reduces rework, and improves the likelihood that program outcomes will satisfy stakeholder expectations. PMI describes quality management as incorporating quality planning, managing quality, and controlling quality; see the PMBOK Guide and Standards and PMI's Program Management Professional resource page.

QUESTION NO: 20

You are the program manager of the NHQ Program for your organization. Your program is nearing the completion of one of its major phases and there are several resources that should be released at this time. What program management plan will guide you to release of the program resources and transfer the resources and benefits to operations within the organization?

A. Resource management plan

B. Transition plan

C. Communications management plan

D. Benefits management plan

ANSWER: B

Explanation:

Transition plan is correct because it establishes the planned, coordinated approach for moving a program's deliverables, capabilities, supporting resources, ownership, and realized benefits into the receiving operational environment. As a major program phase approaches completion, the program manager needs more than a staffing action: the organization must be prepared to accept accountability for the new or changed capabilities and to sustain benefit realization after the program work is complete. The transition plan guides this handoff by defining the transition activities, operational readiness needs, acceptance and ownership arrangements, timing, responsibilities, knowledge transfer, and the orderly release or reassignment of program resources.

In program management, successful delivery is not limited to producing component outputs. The program must enable those outputs to become operational capabilities that support the program's intended benefits. Planning the transfer to operations helps ensure that operations has the appropriate people, processes, support arrangements, and authority to maintain the capability, while program personnel and other resources can be released in a controlled manner. This aligns with PMI's program-management focus on coordinating interrelated work to realize strategic benefits and on transitioning outcomes into ongoing business operations. See PMI's Standard for Program Management and its overview of project, program, and portfolio management.

QUESTION NO: 21

Your program has 121 stakeholders that you'll need to communicate with. Your communications management plan defines how the communication should happen, what should be communicated, and the expected modality of the communications. You'll also need which one of the following as an input to the information distribution process in your program?

A. Change requests

B. Earned value management results

C. Stakeholder analysis plan

D. Performance reports

ANSWER: D

Explanation:

Performance reports

is correct because information distribution uses current, consolidated performance information to provide stakeholders with meaningful communications about program status. Performance reports communicate such matters as actual results, progress against plans and milestones, forecasts, trends, issues, and other information stakeholders need for informed oversight and decision-making. The communications management plan establishes the communications framework—such as recipients, methods, frequency, and formats—but performance reports supply a key body of information that is distributed through that framework. In the process terminology used by earlier PMI standards, performance reports are specifically identified as an input to Distribute Information. This reflects a core program-management need: stakeholders must receive timely visibility into performance so they can understand whether the program continues to support intended outcomes, benefits, and strategic objectives. PMI's standards describe communications management as planning, creating, distributing, storing, retrieving, managing, monitoring, and disposing of program or project information in a timely and appropriate manner. See PMI's PMBOK® Guide and Standards resources and the PMI Lexicon of Project Management Terms.

QUESTION NO: 22

A program manager for the construction of an international event venue that will impact the local community needs to determine the best approach for communications. One of the conditions of the program is that after the event takes place, a park will be built for the community's use.

What should the program manager do to ensure community support?

A. Review the scope with the program sponsor and community representatives

B. Organize an advocacy group and facilitate community engagement

C. Negotiate the program scope with community representatives

D. Ensure community representatives are part of the steering committee

ANSWER: B

Explanation:

Organize an advocacy group and facilitate community engagement is correct because the local community is an affected external stakeholder group whose acceptance is essential to realizing the program's intended benefits. An advocacy group gives community members a structured channel to represent diverse local interests, communicate concerns, and help sustain two-way dialogue throughout the venue construction, event delivery, and transition to the community park. Facilitated engagement enables the program manager to understand expectations, provide timely and credible information about impacts and benefits, address issues as they emerge, and build trust and ownership in the park's long-term value.

At the program level, stakeholder engagement is not merely distributing communications; it involves actively working with stakeholders to promote support for program outcomes and benefits. Community engagement should therefore be planned, ongoing, inclusive, and tailored to the community's influence and level of impact. This approach supports benefit delivery by helping ensure that the promised post-event park remains understood, supported, and aligned with community needs. PMI describes stakeholder engagement as the systematic management of stakeholder relationships to support successful outcomes; see PMI's stakeholder management guidance and The Standard for Project Management.

QUESTION NO: 23

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.

ANSWER: A C D

Explanation:

Program scope changes may arise from stakeholders because programs operate in a strategic environment with many interested parties, including sponsors, customers, component-project teams, operational groups, and external stakeholders. Their evolving needs, feedback, or changes in organizational strategy can identify a need to alter program scope. The program manager must ensure that proposed changes are assessed for their effects on program benefits, interdependencies, governance requirements, component work, resources, schedule, and alignment with the program's strategic objectives.

A program-level change control board provides a formal governance mechanism to analyze changes that have program-wide implications. This supports consistent, documented decision-making and ensures that changes are evaluated beyond the boundaries of an individual component project. Program change control is often hierarchical: changes with limited local effect may be handled at the component-project level, while changes affecting multiple projects, program benefits, or strategic alignment are escalated for program-level review and authorization. This structure enables decisions to be made at the appropriate governance level while maintaining integration across the program. PMI describes program management as coordinated management of related projects and other work to achieve benefits and control not available from managing them individually. See PMI's PgMP certification overview and PMI's overview of project and program management.

QUESTION NO: 24

Which of the following is described in the statement given below?

"It serves as the primary input for the Plan Program Stakeholder Management process, as well as for the distribution of program reports and other communication."

A. Stakeholder register

B. Program scope statement

C. Governance plan

D. Organizational chart

ANSWER: A

Explanation:

The **Stakeholder register** is correct because it is the central program record used to identify stakeholders and document relevant information about them, such as their roles, interests, influence, expectations, and engagement-related details. Plan Program Stakeholder Management relies on this information to determine how the program will engage stakeholders, tailor communications, manage expectations, and maintain appropriate relationships throughout the program life cycle.

Because program reports and other communications must reach the right people through suitable channels and at appropriate frequencies, the stakeholder register also provides essential distribution information. It enables the program manager to identify the individuals, groups, governance bodies, sponsors, component representatives, and external parties that need program information. The register is maintained and refined as stakeholder information changes, allowing communication and engagement activities to remain aligned with the program's evolving environment.

This use is consistent with PMI's treatment of stakeholder information as a key basis for planning stakeholder engagement and communications. See PMI's PMBOK® Guide and PMI Standards overview and the PMI Lexicon of Project Management Terms for PMI terminology.

QUESTION NO: 25

Martha is sharing her experience of her last project as the project manager. She tells that when she presented customer a formal acceptance and sign-off document, they refused to sign, claiming that the product does not meet their expectation. Taking which of the following steps could have been prevented the situation? Each correct answer represents a complete solution. Choose all that apply.

A. Performing quality inspections regularly

B. Archiving sign-off at important milestones

C. Documenting the requirements

D. Completing the project behind the schedule

ANSWER: A B C

Explanation:

Customer acceptance is most likely when the program or project team maintains clear, traceable agreement about what will be delivered and verifies conformance throughout delivery rather than waiting until final closure. **Documenting the requirements** establishes the agreed scope, acceptance criteria, and stakeholder expectations that the delivered product must satisfy. Those documented requirements provide an objective basis for confirming whether the customer's needs have been met.

Performing quality inspections regularly verifies that deliverables conform to the specified requirements and quality criteria while there is still time to correct defects or gaps. Regular inspection supports early detection and resolution, reducing the likelihood of a surprise at formal acceptance.

Archiving sign-off at important milestones captures formal stakeholder acceptance of completed interim deliverables. Incremental acceptance confirms continuing alignment with expectations, creates an auditable acceptance record, and prevents unresolved concerns from accumulating until the final sign-off event. PMI distinguishes quality control activities that verify deliverable correctness from acceptance activities that obtain customer or sponsor approval; both should be supported by well-defined requirements and acceptance criteria. See PMI's PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 26

A program has three component projects competing for the same cybersecurity specialists during the next quarter. Which of the following actions should the program manager take to manage this program-level resource constraint? Each correct answer represents a complete solution. Choose all that apply.

A. Analyze the effect of the resource conflict on program priorities and benefits

B. Coordinate component schedules and resource requirements

C. Allow each project manager to retain specialists already assigned to the project

D. Escalate the unresolved conflict through program governance

ANSWER: A B D

Explanation:

Analyze the effect of the resource conflict on program priorities and benefits is appropriate because the program manager must make resource decisions from an integrated perspective. A locally optimal staffing decision can delay a higher-priority component, a program milestone, or realization of an intended benefit.

Coordinate component schedules and resource requirements is also appropriate because coordinated planning can identify opportunities to sequence work, level demand, or revise assignments while preserving critical dependencies. **Escalate the unresolved conflict through program governance** is appropriate when available resources cannot support approved priorities and a decision on funding, sequencing, scope, or organizational priorities is required. PMI describes programs as coordinated management of related components to achieve benefits and control not available from managing the components individually. See PMI Program Management standards.

QUESTION NO: 27

Which of the following increases when one fast tracks the project?

A. Resource

B. Risk

C. Cost

D. Communication

ANSWER: B

Explanation:

Risk increases when a project is fast tracked. Fast tracking is a schedule-compression technique in which activities or phases that were originally planned to occur sequentially are performed partially or fully in parallel. It is used when shortening the schedule is necessary and the project team can overlap work without changing the approved scope. Starting downstream work before all predecessor work is complete introduces uncertainty: earlier outputs may change, assumptions may prove invalid, and completed work may require revision or rework. These dependencies increase the likelihood and potential impact of schedule disruption, defects, coordination issues, and rework. Therefore, the key trade-off in fast tracking is accepting additional project risk in exchange for a potentially shorter duration. The project manager should assess affected dependencies, document the resulting risks, and implement appropriate risk responses and monitoring before authorizing the overlap. PMI identifies fast tracking as a schedule compression approach and notes that it can increase risk and cause rework. See PMI's PMBOK® Guide and Standards and PMI's discussion of fast tracking and crashing.

QUESTION NO: 28

A component project of a multiyear program delivers all expected products and services as anticipated. The component project manager obtains approvals from the stakeholders and transitions the benefits to operations.

What should the program manager do next?

A. Reassign the component project manager to another component project or activity

B. Verify that the benefits were delivered and authorize component project closure

C. Conduct a program audit to confirm that the component project is complete

D. Keep the component project open until the program benefits are realized

ANSWER: B

Explanation:

The program manager should verify that the component project's benefits have been delivered or have been effectively transitioned into the operational environment, then authorize closure of that component project. Delivering the planned products and services and obtaining stakeholder approval demonstrate that the project's outputs are complete, but program management also focuses on ensuring those outputs support the intended benefits. Since the benefits have been transitioned to operations, the program manager validates that the transition meets the program's benefit-delivery and governance requirements, including appropriate ownership, acceptance, and ongoing operational accountability.

Once this verification is complete, authorizing component project closure formally confirms that the project has fulfilled its role within the program. This allows program resources, records, lessons learned, contracts, and financial obligations to be closed or transitioned according to organizational procedures, while the program may continue to monitor benefits realization at the program level over its multiyear life cycle. PMI describes programs as coordinated management of related projects and activities to obtain benefits not available from managing them separately. See PMI's overview of project, program, and portfolio management and its PgMP certification page.

QUESTION NO: 29

You are the program manager for a new software development program. One of the developers has been adding extra fields for information in the software that was not part of the original program scope. While the fields are a good idea, the customer did not ask for the information and some time has been wasted on this work that was not in the program scope. This is an example of which one of the following terms?

A. Preventive action

B. Corrective action

C. Gold plating

D. Program scope change

ANSWER: C

Explanation:

Gold plating is the correct term because the developer added functionality that was not included in the approved program scope and was not requested by the customer. Even when additional fields or features appear useful, work performed outside the authorized scope consumes program resources, may create additional testing, support, integration, and maintenance needs, and can obscure whether agreed benefits and requirements have actually been delivered. Program work should be directed through defined governance and change-control practices so that proposed enhancements can be evaluated for value, impacts, dependencies, risks, and alignment with intended program benefits before they are implemented.

PMI's standards emphasize managing scope through formal definition, validation, and control processes. In practice, a potentially beneficial idea should be documented and assessed through the appropriate change process rather than informally incorporated into a deliverable. The key fact is not whether the added fields are valuable; it is that they were added without authorization and beyond the agreed scope. This is the classic situation described by gold plating. See PMI's overview of scope management at PMI: Scope Management Plan and PMI's standards and publications page at PMI Standards and Publications.

QUESTION NO: 30

You are the program manager for your organization. Your current program has a budget at completion of

$3,450,000 and is expected to last two years. The program is currently 30 percent complete and has spent ten percent more than what it should have to arrive at this point in the program schedule. Based on this information, what is estimate at completion (EAC) for this program?

A. $2,656,500

B. $3,795,000

C. $1,035,000

ANSWER: B

Explanation:

$3,795,000 is the estimate at completion because the information indicates a cost-efficiency variance that is projected to continue for the remainder of the program. At 30 percent complete, the planned budgeted value of completed work is 30 percent of $3,450,000, or $1,035,000. The program has spent 10 percent more than planned to reach that point, so actual cost is $1,138,500 ($1,035,000 × 1.10). This produces a cost performance index of approximately 0.9091, calculated as earned value divided by actual cost: $1,035,000 ÷ $1,138,500. Under the standard earned value forecasting assumption that the current cost performance will persist, estimate at completion equals budget at completion divided by the cost performance index. Therefore, $3,450,000 ÷ 0.9091 equals $3,795,000. Equivalently, because actual spending is consistently 10 percent above the budgeted rate, the original total budget is multiplied by 1.10: $3,450,000 × 1.10 = $3,795,000. PMI identifies estimate at completion as a forecast of total cost based on performance information and the selected forecasting assumption. See the PMI Lexicon of Project Management Terms and PMI's Earned Value Management resources.

QUESTION NO: 31

Which of the following documents is described in the statement below?

"It is a type of procurement document used to request proposals from prospective sellers of products or services."

A. Request for information

B. Request for quote

C. Request for proposal

D. Request for bid

ANSWER: C

Explanation:

Request for proposal is correct because it is the formal procurement document used to invite prospective sellers to submit proposed solutions for a product, service, or result. In program procurement, this document is appropriate when the buyer needs more than a simple price: sellers may need to describe their technical approach, delivery method, staffing, experience, schedule, assumptions, and commercial terms. The buyer can then evaluate the proposals against defined source-selection criteria and select the seller that offers the best overall value for the program's needs.

PMI procurement practices recognize bid documents as tools used to obtain information, quotations, bids, offers, or proposals from potential sellers. A request for proposal is specifically intended to elicit a comprehensive proposal, allowing the buyer to assess how each seller would satisfy the stated requirements and objectives. This is especially valuable where requirements are complex, solutions may differ between sellers, or qualitative evaluation is needed in addition to cost. See PMI's PMBOK Guide and Standards overview and the U.S. Federal Acquisition Regulation's definition and use of requests for proposals at FAR 15.203.

QUESTION NO: 32

You are the program manager for your organization. Your current program, which has just started, has eight projects and many of the projects share resources such as equipment and people. Management has asked that you identify when the project resources will be utilized on each project within your program. They are worried some resources may be idle or overscheduled. What approach can you use to consider the availability of resources when the project managers begin sequencing their project activities?

A. The project managers will use the critical path method for scheduling activities.

B. The project managers will use PERT to schedule all activities.

C. The project managers will use the critical chain method for scheduling activities.

D. The project managers will create Gantt charts to schedule all activities.

ANSWER: C

Explanation:

The project managers will use the critical chain method for scheduling activities. Critical chain scheduling explicitly accounts for resource constraints as well as activity dependencies when developing the schedule. This makes it appropriate where projects in a program compete for shared people, equipment, or other finite resources. Rather than sequencing work based solely on logical predecessor-successor relationships, the project managers identify resource dependencies and resolve resource contention so that an individual constrained resource is not planned for conflicting work at the same time. This produces a more feasible schedule and helps the program manager understand when shared resources are expected to be used across the component projects. Critical chain also protects planned completion dates through buffers, including project and feeding buffers, after considering the resource-constrained chain of work. At the program level, this resource-aware planning supports coordinated use of common assets, helps reveal overloads before execution, and enables informed decisions about prioritization, timing, or capacity. PMI identifies scheduling as a core planning discipline and describes critical chain as a schedule network analysis technique that considers limited resource availability. See PMI's PMBOK® Guide and Standards and the PMI article on critical chain project management.

QUESTION NO: 33

A program with objectives that impact a large segment of the population receives negative commentary from organizations representing the public interest.

What action should the program manager take first?

A. Rework the stakeholder engagement plan to foster better relationships with the affected stakeholder groups.

B. Review the stakeholder register to determine the ability of the affected stakeholder group(s) to affect program outcomes.

C. Assess the risk of sustained negative media coverage.

D. Discuss the issues with the governance board to determine next steps.

ANSWER: B

Explanation:

Review the stakeholder register to determine the ability of the affected stakeholder group(s) to affect program outcomes. Public-interest organizations are program stakeholders because they may affect, be affected by, or perceive themselves to be affected by the program and its outcomes. Negative commentary signals a possible change in stakeholder position, influence, interest, or the program's stakeholder-related risk exposure. The program manager should first establish the groups' current stake, their power to influence benefits realization or program outcomes, and the appropriate level of engagement. The stakeholder register is the core record used to identify stakeholders and capture relevant assessment information; reviewing it provides the factual basis for proportionate, targeted next actions. This assessment may also reveal that additional organizations must be added or that existing stakeholder information requires updating. Once their influence and impact are understood, the program manager can select and tailor an engagement approach that supports program objectives and addresses the concerns appropriately. PMI describes stakeholder management as identifying and engaging people, groups, and organizations that can affect or be affected by work and outcomes. See PMI's PMBOK® Guide and Standards and its overview of stakeholder management strategy.

QUESTION NO: 34

A program manager learns that their company's organizational strategy has changed. This change impacts one component project of a program, misaligning it with both the program objectives and the new organizational strategy. This component project, however, is already 90 percent complete.

What should the program manager do next?

A. Immediately submit a component project closure request to the program sponsor so that resources can be reallocated to strategically aligned component projects.

B. Assess the impact of closure on other component projects, and generate a recommendation for submission to the program governance board.

C. Recommend that the component project manager complete work activity to deliver benefits to the organization.

D. Update the benefits management plan to reflect the impact of the change on the program and its intended benefits.

ANSWER: B

Explanation:

Assess the impact of closure on other component projects, and generate a recommendation for submission to the program governance board. Program governance provides the formal oversight and decision-making structure for evaluating significant changes that affect strategic alignment, component interdependencies, resource use, and expected program benefits. Although the project is substantially complete, its misalignment with revised organizational strategy requires a fact-based assessment rather than an automatic decision to close or complete it. The program manager should determine the consequences of stopping the component, including effects on dependent components, benefits realization, risks, costs, schedules, contracts, and resource allocation. The resulting recommendation gives the governance board the information needed to authorize continuation, modification, transition, or termination in accordance with the organization's governance and change-control approach. This preserves appropriate decision rights: the program manager analyzes and recommends, while the governance board makes strategic decisions affecting the program's continued alignment and investment. PMI describes program management as coordinated management of related components to achieve strategic objectives and benefits, with governance supporting oversight and decision-making. See PMI: What Is Program Management? and PMI: Program Governance and Organizational Strategy.

QUESTION NO: 35

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

ANSWER: A C D

Explanation:

Administer Program Procurements is concerned with managing contractual relationships after agreements are in place, monitoring supplier obligations, and ensuring that procurement work conforms to program and contract requirements. **Inspection and audits** are appropriate because they provide structured verification that procured deliverables, processes, records, and contractual practices meet applicable requirements. **Supplier performance review** is also applicable because the program manager needs to assess a supplier's delivery, quality, responsiveness, and compliance against the agreed performance expectations. **Contract performance review** supports the same control objective at the agreement level by reviewing progress, deliverables, issues, performance measures, and required actions under the contract. These reviews enable timely corrective action, informed stakeholder communication, and sound administration of the supplier relationship across the program. PMI's procurement-management guidance emphasizes monitoring procurement relationships and contract performance throughout delivery, while PMI's terminology resources provide the broader governance context for managing project and program work. See the PMI Standards and PMBOK Guide resources and the PMI Lexicon of Project Management Terms.

QUESTION NO: 36

A program will generate revenue for several years after it ends. The program manager and the operations manager, who are accountable for managing the benefits after program closure, are in disagreement. The operations manager is concerned that information necessary for managing the processes and benefits after program closure will be unavailable. The program manager expresses that managing the benefits after program closure is not within the scope and must be managed through the scope management plan.

What should the program sponsor do?

A. Direct the operations manager to allocate a resource to the program to ensure that knowledge transfer and process development occur before closure.

B. Direct the operations manager to allocate the necessary resources to establish proper plans for accepting the benefits and processes after program closure.

C. Direct the program manager to develop the necessary plans to ensure benefits can be transitioned and sustained after program closure.

D. Direct the program manager to assess the impact of this change and follow the established change management process.

ANSWER: C

Explanation:

Direct the program manager to develop the necessary plans to ensure benefits can be transitioned and sustained after program closure. Although operational management assumes ownership of the resulting capabilities, processes, and ongoing benefits after the program closes, the program must plan and execute an orderly transition to those operational owners. This includes identifying the information, knowledge, documentation, support arrangements, acceptance criteria, and handover activities needed for operations to manage and realize the benefits successfully over time.

Benefits realization is a core program-management responsibility, extending beyond delivery of component outputs to ensuring that capabilities are transferred in a condition that enables the intended business outcomes. The sponsor should therefore resolve the disagreement by requiring the program manager to establish the transition and sustainment planning needed for operational acceptance. The operations manager should participate as the receiving stakeholder and provide requirements for the handover, but accountability for planning the program's transition work remains with program management before closure. This aligns the program's closure activities with its benefits management responsibilities and protects the organization's ability to realize the forecast revenue after the program ends. PMI describes program management as coordinated management aimed at achieving benefits not available from managing projects individually; see PMI: What Is Program Management? and PMI Program Management Standards.

QUESTION NO: 37

A component is scheduled to close at the end of the week.

What should the program manager verify prior to allowing the component to close?

A. The component has released resources to meet program objectives

B. The component has met the quality requirements to meet program objectives

C. The component has met the schedule requirements to meet program objectives

D. The component has met the benefits realization criteria to meet program objectives

ANSWER: D

Explanation:

The component has met the benefits realization criteria to meet program objectives. A program is managed to deliver strategic benefits and outcomes that cannot be effectively achieved through managing its components independently. Therefore, before authorizing closure of a component, the program manager confirms that the component has satisfied the defined criteria supporting benefits realization and the program's objectives. This confirmation ensures that the component's outputs, transition activities, and intended contribution are sufficiently complete for the program to realize, sustain, or measure the planned benefit as defined in the benefits realization plan. Benefits may be realized during or after component execution, so the verification is not limited to whether a deliverable was completed; it focuses on whether the component has fulfilled its established contribution to the program's intended outcomes. This is a program-level governance decision that maintains alignment between component closure and the program business case, roadmap, and benefits management approach. PMI describes programs as coordinated management of related components to obtain benefits and control not available from managing them separately, and identifies benefits realization as a central purpose of program management. See PMI's overview of program management and PMI's PgMP certification page.

QUESTION NO: 38

You are the program manager for your organization. Management has asked you to create a document that will capture the stakeholders concerns, perceived threats, and specific objectives about the program and its projects. What document is management asking you to create in this instance?

A. Requirements document

B. Project charter

C. Business case

D. Scope statement

ANSWER: D

Explanation:

The **Scope statement** is the appropriate document because it defines the program's boundaries and provides a consolidated description of what the program is intended to accomplish. At program level, scope definition is broader than merely listing project deliverables: it aligns component projects and other program work to the program's intended outcomes, benefits, objectives, assumptions, and constraints. Capturing stakeholders' concerns and their specific objectives helps establish the scope that the program must address. Recording perceived threats also informs the boundaries, constraints, and conditions that must be considered as the program is defined and governed.

A well-developed program scope statement creates a common reference point for stakeholders and program components. It supports later decisions about whether proposed work, changes, and component activities contribute to the approved program objectives and intended benefits. This is consistent with PMI's treatment of program management as coordinated management of related components to achieve benefits and strategic objectives that could not be achieved through isolated management. PMI describes the program-management standard and its principles at PMI's Program Management Standards page. Additional PMI terminology and context for scope-related management concepts is available in the PMI Lexicon of Project Management Terms.

QUESTION NO: 39

Which one of the following is not an output of the direct and manage program execution process?

A. Results of program work

B. Program budget

C. Change requests

D. Request to terminate the program

ANSWER: B

Explanation:

Program budget is not an output of Direct and Manage Program Execution. The program budget is an authorized financial baseline used to guide and control program work. It is established through program planning and governance decisions, then used during execution to authorize, fund, monitor, and coordinate component work and program-level activities.

Execution consumes and manages resources against the approved budget; it does not create the budget as a result of performing the work.

Direct and Manage Program Execution focuses on carrying out the approved program management plan, integrating component activities, delivering program work, and identifying conditions that require formal action. Its results therefore include the results of performed program work and may include change requests when adjustments to approved plans, baselines, or program documents are needed. Where execution information establishes that the program can no longer support its intended strategic objectives or business case, a request to terminate the program may also be raised for governance consideration. PMI distinguishes planned baselines and funding authorizations from execution results and change-control information. See PMI's Standard for Program Management and the PMI Lexicon of Project Management Terms.

QUESTION NO: 40

A program has several component projects that rely on the same testing environment. Which of the following actions should the program manager take to manage this interdependency? Each correct answer represents a complete solution. Choose all that apply.

A. Maintain the dependency in the program-level dependency register.

B. Coordinate an integrated schedule with the component project managers.

C. Escalate unresolved capacity conflicts through the established governance process.

D. Allow each component manager to reserve the environment without coordination.

ANSWER: A B C

Explanation:

Maintain the dependency in the program-level dependency register is appropriate because the shared testing environment creates a relationship among component schedules, resources, and delivery commitments. A visible program-level record allows the program manager to monitor the dependency, identify affected components, and maintain accountability for its management.

Coordinate an integrated schedule with the component project managers is also appropriate because the program manager must understand the timing of each component's required access and identify conflicts before they affect critical milestones. Integrated scheduling supports decisions about sequencing, resource allocation, and contingency actions.

Escalate unresolved capacity conflicts through the established governance process is appropriate when component managers cannot resolve a conflict within their authority. Governance can then prioritize work according to program benefits, strategic objectives, risk, and approved decision rights.

Allowing each component manager to reserve the environment without coordination would increase the likelihood of conflicting commitments and delay. PMI program management requires coordinated management of component interrelationships to achieve program objectives and benefits. See PMI's Program Management standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 41

You are preparing to close a program after the final benefits have transitioned to operations. Which of the following activities should be performed as part of program closure? Each correct answer represents a complete solution. Choose all that apply.

A. Obtain formal acceptance or closure approval from the authorized stakeholder.

B. Archive program records, decisions, and lessons learned.

C. Release or reassign remaining program resources.

D. Initiate new component projects to use remaining funds.

ANSWER: A B C

Explanation:

Obtain formal acceptance or closure approval from the authorized stakeholder is appropriate because program closure requires documented confirmation that the program has reached its approved end state and that required acceptance criteria have been met.

Archive program records, decisions, and lessons learned is also appropriate. Closure records preserve program knowledge, establish an auditable history of governance decisions and results, and provide information that may be useful to future programs and operations.

Release or reassign remaining program resources is a closure activity once their work and commitments have been completed. The program manager should ensure that personnel, facilities, equipment, and other resources are transitioned in an orderly manner and that any remaining obligations are addressed.

Initiating new component projects to use remaining funds is not a closure activity and would represent unauthorized expansion of scope. See PMI's Program Management standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 42

A program manager joins a team to fix a troubled enterprise-wide customer relationship management (CRM) system. Analysis indicates that duplicate customer information data is resulting in redundant client information. The program manager accesses the knowledge repository for similar programs to gather historical data and trends. A corrective action is identified, and a change in process is implemented to regain data integrity.

What should the program manager do with the knowledge gained from this activity?

A. Include the lessons learned in the weekly program report

B. Update the communications management plan

C. Update the lessons learned database

D. Communicate the corrective action to the program sponsor

ANSWER: C

Explanation:

Update the lessons learned database is correct because the program manager has generated reusable organizational knowledge: the observed data-integrity issue, the historical information consulted, the corrective action selected, the process change implemented, and the resulting insight. Capturing this information in the lessons learned repository makes it available to current and future programs, projects, and operational teams facing similar CRM data-quality risks. This is especially important in an enterprise-wide environment, where recurring customer-data issues can affect multiple components and stakeholders.

PMI practice treats lessons learned as knowledge that should be documented, stored, and made accessible so that experience is converted into an organizational asset rather than remaining with an individual team. The repository should contain sufficient context to support future retrieval, including the duplicate-data condition, contributing factors and trends, the action taken, and the outcome or expected controls. Updating the repository also completes the knowledge-sharing cycle that began when the program manager consulted historical records to identify an effective response. PMI's standards resources describe the importance of managing project and program knowledge throughout the life cycle; see the PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 43

You are the program manager for the JQN Program in your organization. There have been some delays in your schedule and you're about to perform some schedule control activities. Which one of the following will not help you as you perform schedule control?

A. Change requests

B. Performance reports

C. Forecasts

D. Earned value management

ANSWER: A

Explanation:

Change requests is correct because a change request is generated as a result of monitoring and controlling schedule performance, rather than being information or an analytical technique used to perform the control work itself. When the program manager identifies a schedule variance, assesses its impact, and determines that an approved baseline, plan, scope, resource commitment, or other controlled element must be modified, the manager submits a change request through the organization's integrated change-control process. The request is then evaluated and, if approved, incorporated into the appropriate program plans and baselines.

Schedule control is therefore the activity that can produce the need for a change request. It involves comparing actual performance with the approved schedule baseline, evaluating variances and trends, forecasting likely completion outcomes, and determining appropriate corrective or preventive actions. A change request documents a proposed authorized modification after that analysis; it is not an input that assists the manager in conducting the analysis. PMI describes change control as the formal process for reviewing, approving, and managing changes to baselined work. See PMI's PMBOK® Guide and Standards and its guidance on integrated change control.