

DAU PROGRAM MANAGEMENT (PM) PRACTITIONER PRACTICE EXAM (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. What does "Program Resource Allocation" refer to?**
 - A. The process of distributing budgets to stakeholders
 - B. The method for assigning responsibilities to team members
 - C. The process of distributing and assigning resources across projects
 - D. The guidelines for hiring new team members
- 2. During which phase of the Planning, Programming, Budgeting, and Execution (PPBE) process do DoD services and agencies submit Program Objectives Memoranda (POM) to OSD?**
 - A. Execution
 - B. Budgeting
 - C. Programming
 - D. Planning
- 3. What is a key characteristic of the Middle Tier Acquisition pathway?**
 - A. High-cost, long-term solutions
 - B. Rapid deployment of prototypes
 - C. Focus on administrative management
 - D. Emphasis on training and education
- 4. Which of the following best describes the role of the Under Secretary of Defense Comptroller?**
 - A. Managing contractor relations
 - B. Monitoring defense policy
 - C. Overseeing budget development and execution
 - D. Advising on technical requirements
- 5. Which document would you refer to for guidance during the production phase of a project?**
 - A. Capability Development Document (CDD)
 - B. System Design Document (SDD)
 - C. Product Support Strategy Document
 - D. Quality Assurance Plan (QAP)

- 6. What is described as a threat capability established collaboratively that impacts system effectiveness?**
- A. Critical Intelligence Parameters
 - B. Operational Capability Requirements
 - C. System Performance Metrics
 - D. Designated Threat Elements
- 7. Which of the following is NOT a key component of a Program?**
- A. Projects
 - B. Resources
 - C. Stakeholders
 - D. Individual performance evaluations
- 8. What is a Program Risk Register?**
- A. A tool for budgeting
 - B. A document containing identified risks and planned responses
 - C. A schedule of project activities
 - D. A database of employee performance records
- 9. How does a project differ from a program?**
- A. A project is ongoing while a program is temporary
 - B. A project focuses on multiple objectives while a program has only one
 - C. A project is a temporary endeavor with a specific goal, while a program manages related projects
 - D. A project is managed by multiple managers while a program has one manager
- 10. Which of the following best outlines the Program Manager's approach to risk?**
- A. Focus on individual project risks
 - B. Consider risks only at the execution stage
 - C. Identify and manage risks across the program's entire scope
 - D. Ignore risks to facilitate rapid project initiation

Answers

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1. C
2. C
3. B
4. C
5. A
6. A
7. D
8. B
9. C
10. C

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Explanations

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1. What does "Program Resource Allocation" refer to?

- A. The process of distributing budgets to stakeholders
- B. The method for assigning responsibilities to team members
- C. The process of distributing and assigning resources across projects**
- D. The guidelines for hiring new team members

"Program Resource Allocation" specifically refers to the process of distributing and assigning resources across projects within a program. This involves determining how various resources such as personnel, equipment, and budgetary funds are allocated to meet the demands of multiple projects that are interconnected and contribute to the overall objectives of the program. In a program management context, effective resource allocation is crucial because it ensures that all projects have the necessary resources to achieve their goals while optimizing the use of limited resources across multiple initiatives. This process helps maintain balance, reduce conflicts over resource use, and ensure that project timelines and deliverables are met. The other options focus on different aspects of project and team management: distributing budgets specifically to stakeholders emphasizes financial distribution; assigning responsibilities to team members is about task management; and guidelines for hiring new team members pertain to recruitment processes. However, these do not encapsulate the broad and strategic nature of resource allocation across an entire program, which is why the selected choice accurately defines the concept.

2. During which phase of the Planning, Programming, Budgeting, and Execution (PPBE) process do DoD services and agencies submit Program Objectives Memoranda (POM) to OSD?

- A. Execution
- B. Budgeting
- C. Programming**
- D. Planning

The correct answer, which is Programming, is significant for several reasons. During the Programming phase of the PPBE process, the Department of Defense (DoD) services and agencies articulate how they plan to allocate resources to meet their strategic objectives. This is when they submit their Program Objectives Memoranda (POM) to the Office of the Secretary of Defense (OSD). The POM essentially outlines the funding necessary to support their respective programs over a specified period, typically the next five years. The Programming phase serves to translate the higher-level planning guidance into actionable programs and associated budgets, aligning resource requirements with the Department's priorities and program goals. Through the submission of the POMs, the services communicate their needs, propose changes to existing programs, and justify new initiatives in response to the strategic objectives established in the planning phase. Other phases of the PPBE process focus on different activities. The Planning phase identifies strategic goals and objectives but does not involve the submission of programmatic documents. The Budgeting phase is where the proposed budgets are formulated based on the programs outlined in the POMs, and the Execution phase involves the actual allocation and expenditure of the resources as approved in the budget. Therefore, Programming is the accurate phase for POM submissions as it

3. What is a key characteristic of the Middle Tier Acquisition pathway?

- A. High-cost, long-term solutions
- B. Rapid deployment of prototypes**
- C. Focus on administrative management
- D. Emphasis on training and education

The Middle Tier Acquisition (MTA) pathway is primarily designed to enable the rapid development and deployment of prototypes to meet urgent operational needs. This approach recognizes the necessity for quicker responses to emerging threats and enhances the ability to deliver effective solutions in a shorter timeframe than the traditional acquisition processes typically allow. By focusing on rapid prototyping, the MTA pathway allows for iterative testing and evaluation, which helps in refining technology and ensuring that systems can be deployed swiftly into the field. This capability is particularly crucial for addressing urgent or unforeseen requirements where time is of the essence. Therefore, the emphasis on the rapid deployment of prototypes is a defining feature of the MTA pathway and aligns with the overall goal of increasing the agility and responsiveness of defense acquisition processes. The other options do not accurately reflect the primary focus of the MTA pathway. High-cost, long-term solutions and a focus on administrative management are more associated with traditional acquisition pathways that involve lengthy planning, development, and funding cycles. Meanwhile, although training and education are important in any acquisition process, they are not the central tenet of the Middle Tier Acquisition pathway, which prioritizes swift delivery of functional solutions over these broader elements.

4. Which of the following best describes the role of the Under Secretary of Defense Comptroller?

- A. Managing contractor relations
- B. Monitoring defense policy
- C. Overseeing budget development and execution**
- D. Advising on technical requirements

The role of the Under Secretary of Defense Comptroller is centered around overseeing budget development and execution within the Department of Defense. This position is critical in ensuring that the financial resources available to the Department are allocated efficiently and effectively in support of national defense priorities. The Comptroller is responsible for formulating and justifying the budget to Congress, managing the execution of funds, and ensuring financial accountability and transparency. This role is fundamentally linked to the basic functions of fiscal stewardship in the defense sector. It encompasses activities such as establishing budgetary policies, managing financial operations, and implementing budgetary controls, which are essential for strategic decision-making and maintaining fiscal responsibility. The other roles mentioned, such as managing contractor relations or advising on technical requirements, fall outside the primary focus of the Comptroller. While monitoring defense policy might involve reviewing budgets, it doesn't capture the specific responsibility of developing and executing those budgets, which is at the core of the Under Secretary of Defense Comptroller's duties. Therefore, "overseeing budget development and execution" best encapsulates the primary responsibilities of this role.

5. Which document would you refer to for guidance during the production phase of a project?

- A. Capability Development Document (CDD)**
- B. System Design Document (SDD)
- C. Product Support Strategy Document
- D. Quality Assurance Plan (QAP)

During the production phase of a project, the most relevant document to refer to is the Capability Development Document (CDD). The CDD outlines the operational requirements and capabilities that a system should achieve. It serves as a foundational reference throughout the lifecycle of the project, ensuring that the development and production processes align with the intended operational outcomes. This document helps to ensure that the end product meets the specified capabilities and fulfills the mission needs. While the System Design Document (SDD) contains detailed designs and technical specifications for the system, it primarily focuses on the design phase. The Product Support Strategy Document provides guidelines for maintaining and supporting the product after production but is less about the production itself. The Quality Assurance Plan (QAP) outlines the processes and standards for ensuring quality throughout the development cycle but does not directly govern the overall production capabilities and requirements like the CDD does. Hence, in the context of making sure the production aligns with expected operational capabilities, the CDD is the most critical document to consult.

6. What is described as a threat capability established collaboratively that impacts system effectiveness?

- A. Critical Intelligence Parameters**
- B. Operational Capability Requirements
- C. System Performance Metrics
- D. Designated Threat Elements

The concept described as a threat capability established collaboratively that impacts system effectiveness refers to Critical Intelligence Parameters. These parameters define specific indicators or characteristics related to threats that can significantly affect the performance and effectiveness of a system. They provide a focused way of understanding and anticipating the capabilities an adversary may possess, helping to ensure that the program can adapt and mitigate these potential threats effectively. By establishing these parameters collaboratively, various stakeholders can align their understanding of the threats and ensure that the system's design can address these challenges. Monitoring and defining Critical Intelligence Parameters is crucial in guiding development decisions, program direction, and risk management strategies, ultimately ensuring operational effectiveness in the face of evolving threats. The other options, while important in their own contexts, do not specifically focus on the collaborative establishment of threat capabilities affecting system effectiveness in the same way. Operational Capability Requirements pertain more broadly to the capabilities needed for operational success, System Performance Metrics deal with measuring the output and efficiency of a system, and Designated Threat Elements refer more specifically to recognized threats without the collaborative aspect emphasized in this context.

7. Which of the following is NOT a key component of a Program?

- A. Projects
- B. Resources
- C. Stakeholders
- D. Individual performance evaluations**

The distinction between key components of a program and supporting or related elements is crucial in program management. A program, by its nature, is designed to achieve specific strategic objectives and is composed of multiple interrelated projects, resources allocated to those projects, and stakeholders who have an interest in the program's outcome and success. Projects are essential as they provide the actionable work that drives the program forward. Resources encompass the financial, physical, and human assets needed to facilitate project completion. Stakeholders, including sponsors, customers, and team members, are vital as they influence and are affected by the program's outcomes. In contrast, individual performance evaluations, while important in the context of team dynamics and personnel management, do not constitute a core component of a program itself. They are a method of assessing the effectiveness of individual contributions within the projects of the program and help in team performance management, but they do not affect the program's organizational structure or its strategic objectives directly. Therefore, individual performance evaluations stand apart as a supplementary process rather than a foundational element of a program.

8. What is a Program Risk Register?

- A. A tool for budgeting
- B. A document containing identified risks and planned responses**
- C. A schedule of project activities
- D. A database of employee performance records

The Program Risk Register is a document that serves as a critical part of project and risk management. It contains detailed information about identified risks associated with a program, including their potential impact, likelihood of occurrence, and planned responses or mitigation strategies. The purpose of the risk register is to provide a structured approach to risk management, allowing project managers and stakeholders to track, assess, and address risks throughout the project lifecycle. This proactive management of risks helps ensure that potential issues are identified early and can be mitigated effectively, thereby increasing the likelihood of project success. In contrast, the other options do not accurately describe the function of a Program Risk Register. Budgeting tools are focused on financial management, schedules of project activities outline timelines and milestones, and databases of employee performance records pertain to human resource management rather than risk management. Therefore, the definition outlined in the correct answer precisely encapsulates the essence of what a Program Risk Register is meant to accomplish.

9. How does a project differ from a program?

- A. A project is ongoing while a program is temporary
- B. A project focuses on multiple objectives while a program has only one
- C. A project is a temporary endeavor with a specific goal, while a program manages related projects**
- D. A project is managed by multiple managers while a program has one manager

A project is defined as a temporary endeavor undertaken to create a unique product, service, or result. It has a specific beginning and end, along with defined objectives, scope, and resources. Conversely, a program is a broader organizational effort that encompasses multiple related projects and is aimed at achieving strategic business objectives or benefits. By understanding the distinction between a project and a program in this way, it becomes clear that programs are designed to manage and coordinate various projects that are linked together through a common goal or purpose. The relationship between these projects allows for better resource allocation, risk management, and alignment with overall strategy. This correct answer highlights the temporary nature of projects and their focused objectives in contrast to the ongoing, cohesive management style of programs, which encompass multiple synchronized projects. The clarity in purpose and structure inherent in this answer demonstrates the essential roles both projects and programs play in achieving organizational goals.

10. Which of the following best outlines the Program Manager's approach to risk?

- A. Focus on individual project risks
- B. Consider risks only at the execution stage
- C. Identify and manage risks across the program's entire scope**
- D. Ignore risks to facilitate rapid project initiation

The chosen answer emphasizes the comprehensive responsibility of a Program Manager in addressing risks throughout the entirety of the program's scope. This approach recognizes that risks are not isolated to individual projects but can affect the interdependencies and overall outcomes of the program. By identifying and managing risks across all facets of the program, the Program Manager ensures that potential issues are addressed proactively, leading to more informed decision-making and effective resource allocation. This broader perspective allows for a more strategic understanding of how risks can impact multiple projects within the program and enhances the organization's ability to mitigate challenges before they escalate. It underscores the importance of viewing risks holistically rather than in isolation, which is essential in program management where multiple projects interrelate and share resources. Additionally, addressing risks at various stages of the program—planning, execution, and closing—ensures that they are continually monitored and managed, promoting a proactive risk management culture within the organization. This systemic approach ultimately contributes to the successful delivery of program objectives and enhances the likelihood of achieving the desired outcomes.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://daupmpractitioner.examzify.com>

We wish you the very best on your exam journey. You've got this!

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