

PMT 4800 DAWIA PROGRAM MANAGEMENT (PM) PRACTITIONER PRACTICE EXAM (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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THE FULL VERSION STUDY GUIDE**

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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 is a threat capability or threshold established collaboratively by the requirements sponsor and the component capability developer called?**
 - A. Common Information Pictures
 - B. Cyber Information Protocols
 - C. Counterintelligence Information Packages
 - D. Critical Intelligence Parameters
- 2. As a general rule of thumb, what percent of the total ownership costs of a mass-produced system occur late in the life cycle due to operations and support?**
 - A. 75-90%
 - B. 65-80%
 - C. 55-65%
 - D. 35-50%
- 3. Which OT&E type is conducted after the Full-Rate Production Decision?**
 - A. Operational Assessment
 - B. Early Operational Assessment
 - C. Initial Operational Test and Evaluation
 - D. Follow-On Operational Test and Evaluation
- 4. Which is a required source selection evaluation criterion for any defense acquisition program?**
 - A. Survivability
 - B. Range
 - C. Cost
 - D. Accuracy
- 5. Which risk management activity answers the question "How have the risks changed?"**
 - A. Risk monitoring
 - B. Risk mitigation
 - C. Risk identification
 - D. Risk analysis

- 6. What best describes the role of an Integrated Product Team (IPT) in a defense program?**
- A. A committee that approves budgets
 - B. A cross-functional team assembled to deliver a component of the program
 - C. A single-discipline team
 - D. An external advisory board
- 7. Which motivational theory identifies a need for achievement, an affiliation, and a power as primary drivers?**
- A. Expectancy Theory
 - B. McClelland's Three-factor Theory
 - C. Theory X
 - D. Reinforcement Theory
- 8. Which duties are tailored at the request of the Program Manager (PM) and are written in the Memorandum of Agreement, signed by both the PM and the Contract Administration Office Commander?**
- A. Program Support Team
 - B. Administrative Contracting Officer
 - C. Procuring Contracting Officer
 - D. Program Integrator
- 9. If you have not been obligating your funds according to your obligation plan, you may become a prime candidate for losing your funds to other programs through _____.**
- A. Expiration
 - B. The Misappropriation Act
 - C. Incremental Funding
 - D. Reprogramming
- 10. In the PPBE framework, which document outlines planned defense programs for future years?**
- A. Program Objectives Memorandum (POM)
 - B. Future Years Development Program (FYDP)
 - C. Budget Estimate Submission (BES)
 - D. Defense Planning Guidance (DPG)

Answers

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

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Explanations

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1. What is a threat capability or threshold established collaboratively by the requirements sponsor and the component capability developer called?

- A. Common Information Pictures
- B. Cyber Information Protocols
- C. Counterintelligence Information Packages

D. Critical Intelligence Parameters

The main idea here is defining a jointly agreed set of measurable thresholds that reflect the level of threat capability the system must handle. These are captured as Critical Intelligence Parameters. They come from the needs of the requirements sponsor and the input of the component capability developer, translating threat expectations into concrete, testable criteria. This collaboration ensures the system's design, development, and verification are aligned with what matters for mission success; if the threat performance falls below these parameters, the system would not meet its acceptance criteria. Critical Intelligence Parameters are used to drive design decisions, guide testing plans, and establish how success will be measured during evaluation. They define the minimum acceptable levels for detecting, characterizing, or countering threat capabilities, making them central to risk management and program milestones. The other terms describe different concepts. Common Information Pictures relate to shared situational understanding, cyber information protocols concern standards for exchanging cyber data, and counterintelligence information packages are compilations of intelligence for security purposes. None of these specifically denote the collaboratively established, measurable thresholds that define threat capability performance like Critical Intelligence Parameters.

2. As a general rule of thumb, what percent of the total ownership costs of a mass-produced system occur late in the life cycle due to operations and support?

- A. 75-90%
- B. 65-80%**
- C. 55-65%
- D. 35-50%

Operations and support costs dominate the total ownership cost once a system is fielded. The upfront spending on development and production is important, but the ongoing costs to operate, maintain, supply, train, and support the system accumulate over its life and typically make up the majority of total costs. For mass-produced systems, that share is commonly in the mid to upper range of two-thirds to roughly four-fifths of total lifecycle cost. So the best rule of thumb is about 65-80% of total ownership costs occurring late in the life cycle due to operations and support. If you see other ranges, they either understate or overstate this share: 75-90% is a bit high for most programs, 55-65% is on the lower side, and 35-50% would imply most costs occur early, which isn't the case for O&S-heavy lifecycles.

3. Which OT&E type is conducted after the Full-Rate Production Decision?

- A. Operational Assessment
- B. Early Operational Assessment
- C. Initial Operational Test and Evaluation
- D. Follow-On Operational Test and Evaluation**

After the Full-Rate Production Decision, the focus is on validating the system in a realistic, fielded environment at full production scale. This is Follow-On Operational Test and Evaluation. It tests operational effectiveness and operational suitability with actual users under typical conditions, ensuring that the system behaves as intended when produced at full rate and deployed widely. It also helps confirm that maintenance, logistics, and support concepts work in practice and that any remaining issues are addressed before broad fielding. Earlier OT&E activities are conducted prior to or during production decisions: an Early Operational Assessment looks for potential issues early in the program, while Initial Operational Test and Evaluation assesses readiness to proceed to full-rate production. The Follow-On type specifically addresses what happens after the FRPD, confirming readiness in the real-world production and user environment.

4. Which is a required source selection evaluation criterion for any defense acquisition program?

- A. Survivability
- B. Range
- C. Cost**
- D. Accuracy

In defense acquisitions, proposals are evaluated against a defined set of factors to determine best value, and cost/price must be part of those factors. This is because confirming affordability and estimating total ownership cost across the system's life cycle are essential to ensuring the program fits within a budget while still delivering the required capabilities. Even when the process uses a tradeoff approach, cost or price is always considered alongside technical merit and other factors to judge overall value. Performance attributes like survivability, range, or accuracy are important for meeting mission needs, but they are not universally mandated as a standalone source selection criterion across all programs. They appear as part of the technical evaluation, but cost remains the mandatory factor used to compare offers from a value perspective.

5. Which risk management activity answers the question "How have the risks changed?"

- A. Risk monitoring**
- B. Risk mitigation
- C. Risk identification
- D. Risk analysis

Risk monitoring tracks how risk exposure changes over time. It is the ongoing activity that watches identified risks, new risks that appear, and the effectiveness of actions taken to address them. By continually reviewing indicators, updating the risk register, and assessing whether the probability or impact of risks has risen or fallen, risk monitoring answers the question "How have the risks changed?" and keeps stakeholders informed about current risk posture and remaining uncertainties. Other activities in risk management serve different purposes. Identifying risks is about discovering what could go wrong in the first place. Analyzing risks evaluates their likelihood and potential impact at a given moment. Mitigating risks focuses on implementing actions to reduce risk, but without ongoing monitoring, you wouldn't know how those risks evolve or whether the mitigations are working.

6. What best describes the role of an Integrated Product Team (IPT) in a defense program?

- A. A committee that approves budgets
- B. A cross-functional team assembled to deliver a component of the program**
- C. A single-discipline team
- D. An external advisory board

An Integrated Product Team is a cross-functional team assembled to deliver a component of the program. It brings together representatives from engineering, manufacturing, quality, supply, logistics, and other relevant functions to own the design, production, testing, and support interfaces for a specific subsystem. The team collaborates to define requirements, manage interfaces, develop the schedule, assess risk, and make decisions that affect performance, cost, and schedule. This structure reduces silos, improves integration, and ensures accountability for delivering that component. It isn't primarily a budget-approval committee, nor a single-discipline team, nor an external advisory board.

7. Which motivational theory identifies a need for achievement, an affiliation, and a power as primary drivers?

- A. Expectancy Theory
- B. McClelland's Three-factor Theory**
- C. Theory X
- D. Reinforcement Theory

This question centers on a framework that identifies three distinct needs as the primary drivers of motivation: achievement, affiliation, and power. McClelland's Three Needs Theory argues that individuals are motivated by one or more of these needs, and the strength of each need varies by person. A high need for achievement pushes people toward challenging yet attainable goals and a desire for feedback; a high need for affiliation draws people to teamwork and harmonious relationships; a high need for power motivates individuals to influence others and take on leadership roles. Because it explicitly names these three needs as core motivators, this theory uniquely fits the question. In contrast, Expectancy Theory explains motivation as a function of expected outcomes and valences, not innate needs; Theory X describes a management view about controlling and supervising employees rather than internal drivers; Reinforcement Theory focuses on how rewards and punishments shape behavior rather than on intrinsic needs.

8. Which duties are tailored at the request of the Program Manager (PM) and are written in the Memorandum of Agreement, signed by both the PM and the Contract Administration Office Commander?

- A. Program Support Team
- B. Administrative Contracting Officer
- C. Procuring Contracting Officer

D. Program Integrator

Duties tailored at the PM's request and written in the Memorandum of Agreement, signed by the PM and the Contract Administration Office Commander, describe the Program Integrator. This role is created to bridge program management with contracting actions, with responsibilities and authority that are customized to the PM's needs and formalized in the MOA. The Program Integrator serves as the coordinating link between the PM and the contracting office, helping align planning, contract actions, performance reviews, and information flow with the program's goals and schedule. The other roles are standard contracting authorities or generic team concepts, not the tailored liaison role described by an MOA between the PM and the CAO Commander. The Program Integrator is the one specifically named for this tailored integration and documentation.

9. If you have not been obligating your funds according to your obligation plan, you may become a prime candidate for losing your funds to other programs through _____.

- A. Expiration
- B. The Misappropriation Act
- C. Incremental Funding

D. Reprogramming

Reprogramming is the mechanism by which budget authority can be moved from one program to another to address shifting priorities or obligations that aren't met as planned. When funds sit unobligated because you're not obligating them according to your obligation plan, higher-level management can reallocate those funds to other programs that need them, ensuring that money supports mission-critical needs and stays within authorized purposes. Reprogramming usually requires formal approval from the appropriate authority and must follow regulatory processes. Expirations relate to funds lapsing if not obligated in time, which isn't about transferring funds between programs. The Misappropriation Act concerns illegal use of funds. Incremental funding is simply a way of providing funds in parts, not a transfer mechanism between programs.

10. In the PPBE framework, which document outlines planned defense programs for future years?

- A. Program Objectives Memorandum (POM)
- B. Future Years Development Program (FYDP)**
- C. Budget Estimate Submission (BES)
- D. Defense Planning Guidance (DPG)

In PPBE, the document that lays out planned defense programs for future years is the Future Years Defense Program. It provides a consolidated, multi-year view of programs and their projected costs, typically covering about five years. This multi-year plan guides resource allocation across the department and serves as the baseline for the programming process, feeding into the development of the budget. The Program Objectives Memorandum feeds into the FYDP as the services' recommended programs, the Budget Estimate Submission is the formal request for the next fiscal year, and the Defense Planning Guidance sets top-level planning assumptions and priorities. So the Future Years Defense Program is the document that outlines the planned programs for future years.

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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://pmt4800dawiapmpractitioner.examzify.com>

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

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