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Question 1

Question Type: MultipleChoice

The project manager of project A develops a communications management plan. The project manager of project B is new and is uncertain how to develop appropriate communications for the company's staff.

What should the program manager do to ensure communications on the component projects are consistent?

Options:

- A- Request a more experienced project manager to work on project B.
- B- Create a program communications management plan across all component projects.
- C- Direct all projects to use project A's communications management plan as a template.
- D- Rework the communications management plans for all projects to be consistent.

Answer:

B

Question 2

Question Type: MultipleChoice

In a transformational program, all projects are on track and delivering their objectives. However, stakeholders are hesitant to take on the new processes because performance in the current environment may not be representative of actual performance. Stakeholders fear that the program will fail to provide the service required.

To assure positive performance in the current environment, the program manager should do which of the following?

Options:

- A-** Ensure the new processes will perform better than the current processes.
- B-** Ask the program steering committee to endorse the new processes and current program schedule and deliverables.
- C-** Meet with stakeholders to ensure they understand that the expectations for the new processes are superior to the current processes.
- D-** Discuss concerns with stakeholders and mitigate them by changing the processes that will be delivered.

Answer:

D

Question 3

Question Type: MultipleChoice

A program manager recognizes that a successful resource being used in project A could also be used in project B.

What should the program manager do first to leverage the utilization of this resource?

Options:

- A- Assign project A's resource to project B.
- B- Reassign the resource to project B after project A ends.
- C- Prioritize the resource to optimize their use across both projects A and B.
- D- Mitigate risk by leveraging other resources in project A.

Answer:

B

Question 4

Question Type: MultipleChoice

After attending a technology exposition, an influential stakeholder believes that integrating a new technology into the program will increase benefits and help shorten the schedule. The stakeholder asks the program manager to immediately include the new technology

into the program.

What should the program manager do next?

Options:

- A-** Assess the new technology and discuss the results with the program steering committee to determine next steps.
- B-** Start the change management process and submit a change request to integrate the new technology.
- C-** Inform the stakeholder that the program will not be changed until proof of concept (PoC) is completed.
- D-** Research the new technology and begin its integration during the next development cycle.

Answer:

C

Question 5

Question Type: MultipleChoice

The program manager plans to address a negative cost variance generating a red flag in the program management status report.

What should the program manager do?

Options:

- A-** Contact the project sponsors to present the details, impacts, and possible corrective actions regarding the negative cost variance.
- B-** Gather all the details, analyze impacts, determine corrective actions and present the findings to the governance board for direction.
- C-** Work with program sponsor to compile impact analysis data to obtain additional funding for the program.
- D-** Ask the program team to compile all details, analyze impacts, determine corrective actions and present to the governance board for direction.

Answer:

B

Question 6

Question Type: MultipleChoice

Based on its board's mandate, an organization drafts a new business strategy to meet future challenges, put the business on track, and meet growth expectations. Key to this are upgrading the IT infrastructure and strategic direction to transition the computing platform from onsite to cloud-based, thereby optimizing costs, and providing scalability, performance and high availability.

How should the program manager use the program mission statement to engage program stakeholders?

Options:

- A-** Publish the program mission statement and interact with operational managers and stakeholders to ensure that programs receive appropriate operational support.
- B-** Review, capture and document the organization's current state, its new strategic direction, and how the program will support its mission
- C-** Incorporate the names of key stakeholders and their respective influence, power, and authority into the program mission statement.
- D-** Update the program mission statement to address strategic business goals, and the influence of stakeholders' interests, concerns, and expectations.

Answer:

D

Question 7

Question Type: MultipleChoice

A program is midway through the program delivery phase when a key stakeholder asks if the program is meeting its defined objectives.

How should the program manager demonstrate the program's progress?

Options:

- A- Define the key performance indicators (KPIs) for the program's outcome.
- B- Invite the key stakeholder to review the program charter and the program objectives.
- C- Provide additional program performance reports to the key stakeholder.
- D- Maintain the benefits register and provide it to the key stakeholder.

Answer:

C

Question 8

Question Type: MultipleChoice

A software deployment program for a multinational organization requires the engagement of subcontractors. During the program planning phase, the contracts manager informs the program manager that the primary subcontractor's agreement includes incentives that would potentially conflict with program objectives.

What should the program manager do first?

Options:

- A- Review the contracts, and create a program budget contingency.
- B- Draft a change request for approval by the program steering committee.
- C- Ask the program management office (PMO) to conduct a risk assessment.
- D- Review the program charter, and update program objectives accordingly.

Answer:

D

Question 9

Question Type: MultipleChoice

A program manager is responsible for constructing a US\$50 million building. Management suggests it will take three years to complete. The program manager can select a design-build option to optimize the construction schedule to 1.5 years. However, heavy demand for steel is causing price increases and delivery delays. If this trend continues, it could take as long as 4.5 years to complete construction. You learn that a new technology can yield a definitive delivery schedule of 1.25 years.

What is the expected time of delivery?

Options:

A- 1.25 years

B- 1.50 years

C- 1.75 years

D- 1.00 years

Answer:

B

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