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Question 1

Question Type: MultipleChoice

Throughout a multiyear program, component projects are transitioned to the customer. During the project acceptance phase, a potential risk is identified and brought to the program team's attention.

What should be done with the identified potential risk?

Options:

- A-** Incorporate it into the risk register and perform a thorough analysis.
- B-** Mitigate the risk before it is incorporated into the risk management plan.
- C-** Document the risk in the program transition plan and identify it as a potential issue.
- D-** Document it in the issue log and immediately notify the steering committee.

Answer:

A

Question 2

Question Type: MultipleChoice

To meet growth expectations and its board's mandate, an organization drafts a new business strategy to meet future challenges and put the business on track. Key to the new strategy is upgrading the IT infrastructure and strategic direction by transitioning from an on-premise to a cloud-based computing platform that will optimize costs and offer scalability, performance, and high availability.

To appropriately plan for program success, what should the program manager do to engage stakeholders?

Options:

- A-** Outline how stakeholders will be engaged using the stakeholder register and stakeholder map.
- B-** Understand the organizational culture and politics, the overall program impact, and program-related stakeholder concerns.
- C-** Identify and clearly outline stakeholders' key requirements and expected benefits to create a framework that addresses ongoing program activities and stakeholder needs.
- D-** Capture stakeholder issues and concerns in the issue log to help the program team understand stakeholder feedback and manage them to closure.

Answer:

B

Question 3

Question Type: MultipleChoice

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

What should the program manager do?

Options:

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

Answer:

D

Question 4

Question Type: MultipleChoice

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?

Options:

- 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:

D

Question 5

Question Type: MultipleChoice

A program to implement a company's new system is nearing completion and the program manager attempts to close the program. However, despite training provided to the operational staff on the new system, there is concern that the defined expected benefits will not be fully realized.

To prevent this concern in the future, which of the following should occur?

Options:

- A-** Collaboration with the operational staff to develop the benefits sustainment plan
- B-** Communication of the new capabilities' benefits to the operational staff
- C-** Development and execution of a benefits transition plan to prepare the operational areas
- D-** Identification of the risk in the program risk register and development of a plan to address the risk

Answer:

C

Question 6

Question Type: MultipleChoice

In the last year, all program phase gate reviews received excellent feedback and exceeded stakeholder expectations. Recently, the customer decides that there is no need to continue phase gate reviews.

What should the program manager do next?

Options:

- A-** Ask the stakeholders what they want and proceed with their recommendations.
- B-** Agree with the customer and initiate change control procedures.
- C-** Continue periodic gate reviews to maintain program effectiveness for benefits realization.
- D-** Replace program reviews with periodic communications of the program's status.

Answer:

A

Question 7

Question Type: MultipleChoice

Company A recently signed a contract with a strategic business partner, Company B, to jointly roll out a new technology. Company B is excited about the joint marketing opportunity. Company A's component Quality Assurance team has expressed concerns to you, the program manager, that the product is being rolled out prematurely and has identified potential issues with backend support systems. QA, however, assures you that a manual work around is possible, but not ideal. Company B requests an enhancement to the new product. In a meeting with Company B, you determine that additional funding will be required and resources allocated and scheduled.

What is your MOST appropriate next step?

Options:

- A-** Secure funding from another project that was cancelled.
- B-** Use an integrated change control process.
- C-** Use the available management reserve.
- D-** Advise Company B that funding and resources are not available.

Answer:

D

Question 8

Question Type: MultipleChoice

A program in a matrix organization includes subprojects for specific required technologies. The program manager assembles a team of project managers to lead each of the component projects. Each component project requires unique technical skills and expertise. To ensure that there are no budget overruns, the program manager leverages the existing time reporting process.

What is a critical component of the Program Schedule Management Process?

Options:

- A-** A list of all the projects that team members are working on
- B-** Activity or component start and finish dates, as well as intermediate milestones
- C-** Time management training programs for all team members, as well as the project managers
- D-** Skill levels of the various project team members, as well as the project managers

Answer:

C

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