

PMI.PgMP.v2022-10-24.q345

Exam Code:	PgMP
Exam Name:	Program Management Professional (PgMP)
Certification Provider:	PMI
Free Question Number:	345
Version:	v2022-10-24
# of views:	6484
# of Questions views:	3450
https://www.exam-tests.com/PgMP-exam/PMI.PgMP.v2022-10-24.q345.html	

NEW QUESTION: 1

The project managers for component projects A and B schedule the same resource to perform tasks during the same timeframe, resulting in an over-allocation. The program manager reviews the program resource management plan, determines that project A can wait until the resource becomes available, and assigns the resource to project B.

This is an example of which of the following?

- A. Program resource management planning
- B. Program risk mitigation
- C. Resource interdependency management
- D. Project resource planning

Answer: A ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 2

What duration compression technique typically adds risk when it's used during a program?

- A. Lead time generation
- B. Crashing
- C. Fast tracking
- D. Resource leveling heuristics

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 3

While setting up a program's infrastructure and plan, a program management team develops documents and processes that provide commonality and consistency throughout the program's components.

What should the team also prepare, if not already provided by the organization's assets?

- A.** Breakdowns such as the program work breakdown structure (PWBS), component project milestones, and budgets that transform top-level planning into fragments relevant to the components
- B.** Files, filing structures, and templates for knowledge repositories that contain centrally stored and commonly maintained program data
- C.** Industry standards that provide guidance to the component project managers on how to adapt their detailed planning to the program's master plan
- D.** Documents that enable level-adequate aggregation and consolidation of component/program information and forecasting

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 4

Your program has been selected and its program charter is now being created. The program charter defines all of the following characteristics except for which one?

- A.** Program scope
- B.** Program constraints
- C.** Project scope statement for all projects within the program
- D.** High-level objectives for the program

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 5

A Project Manager is in the execution phase of a highly visible project and a major milestone is due in one week. The Project Manager has discovered that a vendor's deliverable for this milestone will be two weeks late. What should the Project Manager do?

- A.** Meet with the team and brainstorm how to create a workaround for this problem
- B.** Do not report this problem in the status meeting
- C.** Report the status of the missed milestone
- D.** Halt all payments to the vendor until the deliverable is received

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 6

After new private equity owners acquire an enterprise, they want to improve its value by reducing costs. A new program will restructure the enterprise, including an aging headquarters campus where the main data center is housed. A strategic component project presents significant risk to organizational objectives due to its complexity and dependencies on external parties. After a series of board meetings, the enterprise's investment committee approves a budget to implement this component project, which will move the old data center from the aging headquarters campus into a new colocation facility. Implementation of this component project may now begin, but is already one month behind schedule. The program manager now perceives significantly more risk to the larger program due to this delay.

What should the program manager do to address this risk with the program sponsor and governance board?

A. Share the concerns with the program sponsor to confirm understanding of the new development. Next, update the program budget, implementation plan, and risk management plan for governance board approval.

B. Update the component project's risk register, issue log, implementation plan, and risk management plan.

Next, meet with the program sponsor to revise the program budget, implementation plan, and risk management plan for governance board approval.

C. Revise the program budget, and implement the component project by managing it closely to recover the month-long delay. Next, update the component's project and risk management plans for governance board approval.

D. Update the program budget, and task the component project manager with implementing the plan. Next, submit a change order for approval to apply more resources to reduce the larger program's risk profile.

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 7

Hans is the program manager for his organization. His current project has seven constituent projects that each will create deliverables for the organization. Who is responsible for the project deliverables in this scenario?

A. Project managers

B. Hans and each project manager

C. Hans

D. Program director

Answer: **A** ([LEAVE A REPLY](#))

NEW QUESTION: 8

You are a program manager of a program. You are required to compile performance data of your program.

These data will be sent to relevant stakeholders. You are reviewing the status reports of all projects including the costs, schedule, scope, risks, and other performance data.

In which of the following processes are you working on?

A. Plan Communication

B. Distribute Information

C. Report Program Performance

D. Monitor and Control Program Performance

Answer: **C** ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 9

A company is evaluating the implementation of enterprise resource planning (ERP) software. The program manager performs an analysis to confirm the program's feasibility.

What other important step should the program manager complete?

- A. Development of the program's vision statement
- B. Review of strategic goals against any external environmental factors
- C. Identification and documentation of the initial risks for ERP software implementation
- D. Mapping of the financial benefits to the ERP software's functionality

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 10

Molly is the program manager for her organization and she is creating a program plan that defines the benefits of the program and how her program and team will create the benefits for the organization. What plan is Molly creating in this scenario?

- A. Quality management plan
- B. Benefits management plan
- C. Business case
- D. Program management plan

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 11

During the selection of source process, you assign certain points towards various categories to judge the vendors. Which type of source selection process is it?

- A. Benefit-cost analysis
- B. Screening system
- C. Preferred vendor list
- D. Weighting system

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 12

Communication is large percentage of program execution as the program manager must communicate with the appropriate stakeholders. In larger programs face-to-face communication is not always possible. When emails are used what verbal aspect of communication is lost?

- A. Barriers
- B. Noise
- C. Nonverbal
- D. Paralingual

Answer: D ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 13

Your company is evaluating two projects for consideration. Project A has a 40% probability of \$69,000 US and a 60% probability of -\$10,000 US. Project B has a 60% probability of \$56,000 US and a 40% probability of -\$15,000 US. Which of the projects would you select based on the greatest expected monetary value?

- A. Project B
- B. Project A and B are of even value
- C. Project A
- D. The expected monetary value is not high enough on either to make a selection

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 14

Paul is the program manager for his company. He along with his team is working on the Monitor and Control Program Changes process. The process will need several inputs. Which one of the following items is NOT an input to the Monitor and Control Program Changes process in the program management?

- A. Change request log
- B. Approved change requests
- C. Change requests
- D. Program management plan

Answer: B ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 15

You are the program manager for your organization. You're currently working with the program director, Nancy Holmes, to define a new program and the benefits the program should create. Of the following, which is the best definition of a benefit a program creates?

- A. A benefit is an outcome of the constituent projects within a program.
- B. A benefit is a project and program deliverables that the organization may use immediately.
- C. A benefit is a deliverable of a program or project that is worth more than the cost to create the deliverable.
- D. A benefit is an outcome of actions and behaviors that provides utility to stakeholders.

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 16

You are the program manager for the GHT Program for your company. This program has a budget at completion of \$789,000 and is currently 40 percent complete, though it was scheduled to be 50 percent at this time. Your program has spent \$325,000 of the budget to date. Based on this information, how many pennies is your program losing per dollar spent on the work?

- A. 20

- B. 3
- C. 11
- D. 1

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 17

During the execution phase of a program, a stakeholder complains to the program manager that they did not receive critical communications about one of the component projects.

What should the program manager do to address the situation?

- A. Review and update the detailed stakeholder list.
- B. Review and update the stakeholder engagement plan.
- C. Execute the component project's communications management plan.
- D. Update the risk register.

Answer: ([SHOW ANSWER](#)**)**

Section: Volume D

NEW QUESTION: 18

A new program component provides an opportunity to enhance program outcomes. What does the program manager use to document and monitor the opportunity?

- A. Program risk register
- B. Program scope management plan
- C. Program risk management plan
- D. Component project risk register

Answer: B ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 19

Program A is dependent upon program B to complete benefits sustainment for two benefits.

Program A is on track to meet program benefits. However, program B's program manager has just advised that program B has been closed.

What should program A's program manager update and review first with the stakeholders?

- A. Benefits management plan

- B. Benefits transition plan
- C. Benefits register
- D. Benefits sustainment plan

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 20

You are the program manager for your organization. Part of your role as the program manager is to train John, a new program manager, on the program processes within a program. John is confused as to when the program team can be acquired in the program management lifecycle. When will the program team be acquired for a program?

- A. Planning
- B. Execution
- C. Monitoring and controlling
- D. Initiation

Answer: B ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 21

A biometrics firm has a facial recognition program with multiple components and project managers. The project manager from the mobile device division escalates a vendor-related risk to the program manager. After assessing the risk, the program manager determines that this risk may impact other projects within the program. However, this risk has a low degree of impact and probability of occurring.

What should the program manager do first?

- A. Communicate the risk to all project managers to manage at the component level.
- B. Brainstorm with the project manager to develop an appropriate risk response.
- C. Add the risk details and analysis to the program risk register.
- D. Obtain a risk reserve from the executive sponsor, and execute a contingency plan.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 22

As a program manager you must also understand the project management lifecycle and the project lifecycle.

What is the difference between the two?

- A. The project management lifecycle and the project lifecycle are the same thing.
- B. The project management lifecycle is comprised of the phases initiating, planning, executing, monitoring and controlling, and closing. The project lifecycle is comprised of phases that are unique to the project work.
- C. The project management lifecycle is unique to each project while the project lifecycle is universal to all projects.

D. The project management lifecycle is universal to all projects and the project lifecycle is unique to each project.

Answer: D ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 23

After an organization initiates a strategic program, several project managers express interest in joining the program team. The program manager's supervisor recommends a list of project managers to be part of the team.

What should the program manager do to select the project managers?

- A.** Accept the recommendation of the program manager's supervisor
- B.** Complete a skill set inventory and select the most suitable resource(s)
- C.** Contact the human resource manager for project managers' availability

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 24

You need to create a document that will define the costs, resources, and characteristics of each deliverable the program will create. What document should you create?

- A.** Program charter
- B.** Program scope statement
- C.** Program work breakdown structure dictionary
- D.** Program work breakdown structure

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 25

The above performance report shows the earned value (EV) analysis for a program. The program director performs a high-level analysis and must present a summary narrative to the steering committee.

Program "Eagle"	Earned Value		Planned Value		Actual Cost		Cost Performance Index		Schedule Performance Index	
	US\$	Days	US\$	Days	US\$	Days	US\$	Days	US\$	Days
Project A	25 million	25,000	30 million	30,000	35 million	28,000	0.71	0.89	0.83	0.83
Project B	10 million	10,000	9.5 million	9,500	8.1 million	9,000	1.23	1.11	1.05	1.05
Project C	2 million	2,000	2 million	2,000	2 million	2,000	1.00	1.00	1.00	1.00
Project D	500,000	500	250,000	250	425,000	425	1.18	1.18	2.00	2.00
TOTAL	37.5 million	37,500	41.75 million	41,750	45.525 million	39,425	0.82	0.95	0.90	0.90

What do the current findings show?

- A.** Project A is running behind schedule and is over budget; projects B, C, and D are on schedule.
- B.** Project C is running behind schedule and is over budget; projects A, B, and D are on schedule.

C. Project A is running ahead of schedule and is under budget; projects B, C, and D are behind schedule.

D. The overall program is performing within an acceptable level of variance.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 26

A multi-year complex program will deliver advanced driver assistance system (ADAS) components for autonomous vehicles. Several key stakeholders are concerned because they have not been regularly involved with the program and do not understand the program's benefits. What should the program manager do to address these key stakeholders' concerns?

A. Update the communications management plan after meeting with the program steering committee.

B. Create a progress report to share with stakeholders after the next status meeting.

C. Capture stakeholder expectations, and revise the stakeholder engagement plan.

D. Meet with the stakeholders and update the stakeholder map.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 27

You are the program manager for the SRQ Program. You have rejected several change requests for the program scope. What must you do with the rejected change requests?

A. Communicate why the change request was rejected and record the results in the lessons learned documentation for your program.

B. Inform the stakeholders that their change requests have been rejected.

C. Communicate the change request status to the stakeholders and record the results of the change request in the change register.

D. Inform the stakeholders why their change requests have been rejected.

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 28

Which of the following risk identification techniques is described in the statement below?

"It is used to gather information where participants don't know each other nor do they have to be present at the same location."

A. Delphi

B. Brainstorming

C. SWOT analysis

D. Assumptions analysis

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 29

Josh is the program manager for his organization and he's leading the analysis for a new program that may be initiated by his company. The analysis is a focus on the return on investment for new software that may be created if the program is initiated. What type of a document is Josh likely creating for his company?

- A. Business case
- B. Program charter
- C. Program scope statement
- D. Statement of work

Answer: ([SHOW ANSWER](#))

Section: Volume B

NEW QUESTION: 30

You are the program manager of the MQQ Program. Your program will use equipment and materials that are new to your industry. You have some concerns that there will be delays and waste by your program team because they've not worked with these materials or tools before. You elect to send the resources that will work the most with these tools through training. The cost of the training in this instance is known as which one of the following?

- A. Direct costs
- B. Cost of conformance quality
- C. Indirect costs
- D. Cost of doing business

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 31

A program receives initial approval from the selection committee to proceed with the program development. What should the program manager do next?

- A. Analyze lessons learned and historical information to validate the program's expected outcomes.
- B. Define the program architecture and assign the benefits realization to the component projects.
- C. Complete the program setup to establish a firm foundation of support and approval for the program.
- D. Continue to develop the high-level program road map.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 32

Molly is the program manager for her organization. She is creating a document that defines the benefits the program will create for her organization once the program has been completed. What document is Molly writing?

- A. Program scope statement
- B. Program benefits statement
- C. Program charter
- D. Program benefits realization plan

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 33

You are the project manager for the GGG Project and are about to close the project kick off meeting. All of the project team members and the key stakeholders are in attendance. What final item should you talk about before closing the meeting?

- A. Thank everyone for attending.
- B. Remind everyone that you're the project manager if they have questions.
- C. Discuss the importance of the project scope.
- D. Discuss the action items and the importance of the items being completed as planned.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 34

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?

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 35

You are working with Sam, a project manager on one of the projects within your program. Sam doesn't understand all of the rules and procedures that he's required to do as a project manager in your program. What are the rules and procedures called in project that Sam must abide by?

- A. Enterprise environmental factors
- B. Process procedures
- C. Program governance
- D. Project governance

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 36

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?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 37

You are the program manager of the MQQ Program. Your program will use equipment and materials that are new to your industry. You have some concerns that there will be delays and waste by your program team because they've not worked with these materials or tools before. You elect to send the resources that will work the most with these tools through training. The cost of the training in this instance is known as which one of the following?

- A. Indirect costs
- B. Direct costs
- C. Cost of conformance quality
- D. Cost of doing business

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 38

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 ([LEAVE A REPLY](#))

Section: Volume C

Explanation

NEW QUESTION: 39

You are the program manager of the NHQ Program. You will need to initiate six projects for your program.

When should project initiating happen within a program?

- A. Whenever the program needs to initiate projects, it may, as long as the program has not entered the closing processes of the program.
- B. With program initiation
- C. With program planning
- D. With program execution

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 40

In defining a risk trigger, which of the following is most accurate?

- A. A trigger is the same as a risk
- B. A trigger is an indicator that a risk event has occurred
- C. A trigger is an indicator that a risk event will occur
- D. A trigger is an indicator that a risk event could occur

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 41

A project manager in your program is using progress elaboration as part of their planning approach. This approach is also known as what planning methodology?

- A. Incremental planning
- B. Scope refinements
- C. Waterfall management
- D. Rolling wave planning

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 42

A two-year program is coming to an end. Many of the initial governance board members have moved from their current posts or left the company. Several new members have joined, but have a short association with the program, which changes the board's expectations and focus. During the final phase gate review, some board members are uncertain of their roles and expectations in the process.

How should the program manager handle this situation?

- A. Review the final program outcome with the program sponsor

- B. Prepare a program change request utilizing new board member input
- C. Review the strategic plan and benefits management plan with the board
- D. Present the final program status, costs, and schedule reports

Answer: C ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 43

A multiyear program is ready to conclude. It has achieved all business objectives and is delivering its intended benefits. However, the program sponsor is not willing to sign the formal program closure acceptance document and the program continues to incur operational costs.

What should the program manager do next?

- A. Ask the finance department to increase the program budget
- B. Escalate the issue to the program governance board
- C. Ask key stakeholders to influence the program sponsor
- D. Direct component project managers to archive all relevant project documents

Answer: B ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 44

You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes do not enter into the project. What type of action have you provided in this scenario?

- A. This is an example of a preventive action.
- B. This is an example of team development.
- C. This is an example of quality assurance.
- D. This is an example of a corrective action.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 45

You are the program manager for your organization and are working with your team to create the program scope management plan. This plan defines several things in your program except for which one of the following?

- A. How changes may be allowed to enter the program scope
- B. How the program scope will be created for your program
- C. How quality control will be included in the scope
- D. How the program scope will be controlled

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 46

Molly is the program manager for her organization and she is creating a program plan that defines the benefits of the program and how her program and team will create the benefits for the organization. What plan is Molly creating in this scenario?

- A. Benefits management plan
- B. Quality management plan
- C. Program management plan
- D. Business case

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 47

What cost estimating approach uses the work breakdown structure to create a cost estimate?

- A. Parametric
- B. Top down
- C. Definitive
- D. Analogous

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 48

A program manager notices that one project manager tends to withdraw during important team discussions to avoid conflict. What technique could the program manager use to gain more input from this project manager?

- A. Make the project manager share an office with a more assertive team member.
- B. Create an online message board so team members can see and respond to everyone's ideas.
- C. Solicit ideas from each team member individually, giving each person a chance to express their opinions.
- D. Institute an incentive program to create competition among the team members.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 49

Which of the following statements are true regarding program scope statement?

- A. It represents a common understanding of the program for the purpose of facilitating communication among the stakeholders.
- B. It formally authorizes the program.
- C. It sets authorities and limits for the program manager and team.
- D. It defines all the work and only the required work for the program.

Answer: A,C,D ([LEAVE A REPLY](#))

NEW QUESTION: 50

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 ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 51

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. Project charter
- B. Scope statement
- C. Business case
- D. Requirements document

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 52

Program management has several themes that the program manager must be aware of. Which one of the following is not a program management theme?

- A. Program governance
- B. Benefit management
- C. Organizational planning
- D. Stakeholder management

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 53

Program A is dependent upon program B to complete benefits sustainment for two benefits. Program A is on track to meet program benefits. However, program B's program manager has just advised that program B has been closed.

What should program A's program manager update and review first with the stakeholders?

- A. Benefits register
- B. Benefits management plan
- C. Benefits sustainment plan
- D. Benefits transition plan

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 54

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 ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 55

You are the program manager for the HQM Program. Your program has sixteen constituent projects around the world. You are requiring that each project manager and project management team use the same forms, software, and templates to create standardization in each project.

What term is assigned to the forms, templates, and software that your program will provide for your projects?

- A. Program governance
- B. Project management assets
- C. Enterprise environmental factors
- D. Organizational process assets

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 56

You are the program manager of the HNG Program. This program has a budget at completion of \$2,345,900 and is expected to last two years. The program is currently 30 percent complete and you have spent \$789,000.

The program is supposed to be 35 percent complete but do to some delays you're slightly behind schedule.

Based on this information, how many pennies is the program losing per dollar invested in the program work?

- A. 17
- B. 11
- C. 15
- D. 14

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 57

On which of the following documents you work throughout the risk management processes?

- A. Project management plan
- B. Risk register
- C. Project charter
- D. Risk management plan

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 58

Harriet is the program manager of a large program that has a high profile and visibility in her organization. Some of the stakeholders are negative and Harriet needs to work with these stakeholders to address their fears, perceived threats, and concerns about the program. Which communication method is considered to be the best approach for this scenario?

- A. One-to-many
- B. Face-to-face
- C. Many-to-many
- D. Ad hoc conversation

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 59

What does RACI stand for?

- A. Responsible, Accountable, Consult, Inform
- B. Roles, Action, Consult, Inform
- C. Roles, Accountable, Confirm, Inform
- D. Responsible, Account, Confirm, Inform

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 60

You are the program manager for your organization and are working on gathering the requirements for a new solution and mission statement. There are several instances in the

stakeholder pool where the stakeholders and their manager are being queried on possible requirements. You worry that the subordinates may have requirements, ideas, and suggestions to offer but they may be not submitting their thoughts because they do not want to contradict their managers. You believe you need a method to gather all requirements without the stakeholders having any fear of retribution. Which one of the following allows you to anonymously gather iterations requirements and still allow all stakeholders to review what has been submitted in an attempt to find consensus?

- A. Delphi Technique
- B. Focus groups
- C. Web surveys
- D. Workshops

Answer: A ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 61

You are the program manager for your organization and you're coaching Tom, an aspiring program manager, on program management. Tom is curious about controlling communications. Which one of the following is an output of the communications control process?

- A. Approved change requests
- B. Communications management plan
- C. Stakeholder analysis charts
- D. Performance reports

Answer: ([SHOW ANSWER](#)**)**

Section: Volume B

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NEW QUESTION: 62

You are the program manager for your organization and are planning the roles and responsibilities in your program. You would like to create a RACI chart for the program work. What does RACI mean?

- A. It is a roles and responsibilities chart that uses responsible, accountable, contribute, and inform responsibilities as the chart legend.

B. It is a roles and responsibilities chart that uses responsible, accountable, consult, and inform responsibilities as the chart legend.

C. It is a roles and responsibilities chart that uses resource, action, contribute, inform responsibilities as the chart legend.

D. It is a roles and responsibilities chart that uses responsible, action, consult, and interest responsibilities as the chart legend.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 63

You are the program manager for your organization and are planning the composition of the project team. In your organization resources are used from throughout the company and may serve on more than one project. While you, the program manager, will have most of the authority on the program you want the project managers to have authority over the project decisions. What type of an organizational structure does your organization have?

A. Strong Matrix

B. Functional

C. Weak Matrix

D. Projectized

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 64

You are the program manager for your organization. You're currently creating an accountability matrix starting with yourself, the program manager and the program sponsor. What program management process identifies the program sponsor?

A. Pre-program setup phase

B. Authorization of program processes and projects

C. Initiate program process

D. Initiation of the program management team

Answer: ([SHOW ANSWER](#)**)**

Section: Volume A

NEW QUESTION: 65

In your organization there are rules and procedures that the program manager must follow and abide by before the program can begin and must continue to follow once the program is in execution. What term is assigned to the enforcement of these program management rules and procedures?

A. Program governance

B. Organizational process assets

C. Program standards

D. Process analysis

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 66

You are the program manager for your organization. You are examining the order of the activities in your program schedule and would like to change some of the ordering to alleviate scheduling conflicts, risks, and based on your experience with the discipline the program uses. Some of the activities you can rearrange while some of the activities must be completed in a particular order. What term describes the activities that must happen in a particular order?

- A. Mandatory dependencies
- B. Discretionary dependencies
- C. Benefits management dependencies
- D. Finish on constraints

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 67

Which of the following is not a phase of program life cycle?

- A. Program Setup
- B. Pre-program Preparation
- C. Program Closure
- D. Delivery of Program Benefits
- E. Program Initiation
- F. Program Planning

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 68

All of the following information is defined in the program statement of work except for which one?

- A. Location of the program work
- B. Structure of the program management team
- C. Program requirements for resource competency levels
- D. Metrics and qualifications for program acceptance

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 69

Your company and a competing company have created a teaming agreement for an opportunity. Through this team agreement you and your competitor can complete a major program for a client. This is, technically, a risk response for both organizations. What type of risk response are you dealing with in this instance?

- A. Teaming
- B. Accepting
- C. Exploiting
- D. Sharing

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 70

Terri is the program manager for her organization and she's working with Alice, a project manager in her program. Alice calls Terri and insists that she add a change to program scope. Terri agrees that the change should be entertained. What must Alice do to move forward with her change request?

- A. Create a change request charter justifying the change request
- B. Document the change request in a change request form.
- C. Add the change to the program scope herself, as she is a project manager
- D. Add the change request to the scope and complete integrated change control

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 71

You are the program manager for your organization. Your program has a budget of \$750,000 and is expected to last one year. The program is currently 30 percent complete and has spent \$245,000. The program is supposed to be 40 percent at this time. What is the cost performance index for this program?

- A. .83
- B. -\$20,000
- C. .91
- D. Negative ten percent

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 72

A large program consists of several component projects and six project managers. The program governance board requests that all components within the program undergo user acceptance testing before being released to the production environment.

Where should the program manager document this?

- A. Program governance plan
- B. Program requirements
- C. Component test plan and test cases
- D. Program quality management plan

Answer: C ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 73

You are the program manager for your organization. Your current program is to create a new recreational facility in your city. Franklin, the Chief Executive Officer, is concerned about meeting

all of the financial and schedule requirements of the proposed program. Martina, the mayor of your town, wants to make certain the program meets all safety requirements and building codes. Your supervisor, Mary Ann, is the Program Director, and she is concerned about the start date of your program. Another stakeholder, Hal, is worried that your resources may be spread thin on the program as some of the resources are on multiple projects in your program. To whom will you report to in this program?

- A. Hal
- B. Franklin
- C. Martina
- D. Mary Ann

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 74

You are the program manager for your organization. Management has assigned you to a new program that has been chartered. Your team is in the process of the Manage Program Issues process. One of the two outputs of this process is change requests. Which one of the following is the other one?

- A. Program management plan
- B. Audit reports
- C. Program performance reports
- D. Program issues register updates

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 75

You are the program manager for your organization and you need to define all of the program resources you'll need for your program. All of the following can be considered a program resource except for which one?

- A. Gary, an application developer
- B. A positive risk response
- C. A forklift
- D. Materials for the installation of a new server

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 76

How does a portfolio's collection of work differ from that of a program's collection of work?

- A. Benefits are achieved only when managed collectively
- B. Components may be independent
- C. Outcomes are interdependent
- D. Outcomes are time bound

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 77

During the execution phase of a program, a stakeholder complains to the program manager that they did not receive critical communications about one of the component projects.

What should the program manager do to address the situation?

- A. Update the risk register.
- B. Review and update the stakeholder engagement plan.
- C. Execute the component project's communications management plan.
- D. Review and update the detailed stakeholder list.

Answer: (SHOW ANSWER)

NEW QUESTION: 78

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. Gold plating
- B. Corrective action
- C. Preventive action
- D. Program scope change

Answer: D (LEAVE A REPLY)

NEW QUESTION: 79

When a change enters your program requirements you must update all of the following documents except for which one?

- A. Program work breakdown structure
- B. Program charter
- C. Program scope
- D. Program activity list

Answer: B (LEAVE A REPLY)

NEW QUESTION: 80

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?

- 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 ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 81

Program A is dependent upon program B to complete benefits sustainment for two benefits. Program A is on track to meet program benefits. However, program B's program manager has just advised that program B has been closed.

What should program A's program manager update and review first with the stakeholders?

- A. Benefits sustainment plan
- B. Benefits register
- C. Benefits management plan
- D. Benefits transition plan

Answer: A ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 82

You are the program manager for a large program in your matrix organization. You need to define when the resources in your program will be brought into the program and then released from the program so that the project managers, operational managers, and your program team can plan accordingly. What program management plan defines when resources are needed, how the resources will be obtained, and how the resources may be released from the program?

- A. Schedule management plan
- B. Team management plan
- C. Resource management plan
- D. Procurement management plan

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 83

You are the program manager of the YHT Program. You have been working with a vendor in the program but have decided that the contract between your program and the vendor needs to be terminated. What two things must be documented if you wish to terminate a vendor's contract?

- A. The scope verification document and the termination notice
- B. Contract and the quality measurements for the vendor's work
- C. Work that has been completed and uncompleted work
- D. Contract and scope verification process documents

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 84

Eric is the project manager of the NQQ Project and has hired the ZAS Corporation to complete part of the project work for Eric's organization. Due to a change request the ZAS Corporation is no longer needed on the project even though they have completed nearly all of the project work. Is Eric's organization liable to pay the ZAS Corporation for the work they have completed so far on the project?

- A. It depends on what the outcome of a lawsuit will determine.
- B. No, the ZAS Corporation did not complete all of the work.
- C. It depends on what the termination clause of the contract stipulates.
- D. Yes, the ZAS Corporation did not choose to terminate the contract work.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 85

You are the program manager for your company and evaluating the sellers to determine the seller to buy from. In your analysis you've created a histogram to display the pros and cons for each seller. You've created five categories of interest and assigned values to each category for each vendor. Your five categories are:

- Cost
-
- Schedule
-
- Experience
-
- Certification
-
- Warranty
-

Each category has a different point value and the vendor that receives the maximum points in total will win the contract. What type of seller evaluation are you performing?

- A. Benchmarking
- B. Weighted scoring model
- C. Monte Carlo simulation
- D. Expert judgment

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 86

A program manager is working on benefits. The program team created and updated a benefits register earlier in the program.

The benefits register should include which of the following?

- A. List of planned benefits, measurement method, and component mapping
- B. List of planned benefits, earned value (EV), and responsible person
- C. List of planned benefits, stakeholders, and risk level
- D. List of planned benefits, benefit creator, and realization date

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 87

Molly is the program manager for her organization. She is creating a document that defines the benefits the program will create for her organization once the program has been completed. What document is Molly writing?

- A. Program charter
- B. Program benefits realization plan
- C. Program benefits statement
- D. Program scope statement

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 88

What actions are taken in the process of developing and maintaining a program risk register?

- A. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and provide the foundation for the risk management plan.
- B. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and identify the root cause of potential risks.
- C. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and proactively manage program issues.
- D. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and identify residual risks.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 89

A three-year program using vendor contracts, incorporating related projects, and each with specific stakeholders is coming to an end. What should be completed first to close all appropriate contracts?

- A. Review contract management plan for completeness
- B. Conduct a procurement audit to review the procurement process
- C. Assess all contracts to ensure all agreed conditions are met
- D. Certify contract completion

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 90

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 program stakeholders
- B. The project management team
- C. The project manager
- D. The program customer

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 91

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: ([SHOW ANSWER](#)**)**

Section: Volume B

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NEW QUESTION: 92

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: ([SHOW ANSWER](#)**)**

Section: Volume D

NEW QUESTION: 93

Your program will create new software and install new hardware for your organization. Some of the goals of the program is to improve employee morale, improve customer service, and boost

customer satisfaction. These intangible goals need metrics. What program stakeholder is responsible for quantifying these goals?

- A. Program director
- B. Program customer
- C. Program manager
- D. Business analyst

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 94

You are the program manager for your organization and are reviewing several proposed change requests for your program. Mary, a stakeholder, who has made a change request is asking why it is taking you so long to review the change. You tell her that you must perform integrated change control to review each change request. What is integrated change control?

- A. It is the review of the impact of the change on the program's knowledge areas.
- B. It is the review of the impact of the change on the time, cost, scope, and quality baselines.
- C. It is the review of the impact of the change on the program's triple constraints.
- D. It is the review of the impact of the change on the program's Iron Triangle.

Answer: A ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 95

Company A acquires company B, which leads to a two-year program to integrate the processes and systems.

Company B uses a different project management process, and the company's staff is unhappy about the acquisition. As a result, company B's project team fails to provide status and cost data in a format that conforms to the program standards.

What should the program manager do first?

- A. Inform the stakeholders of this issue as soon as possible
- B. Change the program standards, aligning them with the project standards
- C. Work with the reports provided to extract the required information
- D. Remind the project manager of the relevant program standards

Answer: D ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 96

A company implements a transformational business strategy and a program to change its IT infrastructure and service delivery model. While leading a program team from cross-cultural backgrounds and geographies, the program manager notices a varying level of delivery excellence, which they attribute to cultural differences and behavioral tendencies.

To achieve commitment to program goals, what should the program manager do to improve the team's level of engagement?

- A.** Delegate the task of managing team behavior, attitudes, and commitment to team member managers, and ask the managers for regular progress reports.
- B.** Organize social events to support the communications enrichment plan, bond the teams, and motivate team members.
- C.** Establish a formal mentoring, coaching, and support program to address cultural differences that will enable the team to work collaboratively.
- D.** Email all team members mandating that, to deliver program objectives, they must focus on their roles and responsibilities.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 97

A risk response in a project in your program has actually caused new risks. What term is assigned to the new risks that a risk response has created?

- A.** Secondary risks
- B.** Reactionary risks
- C.** Chain risks
- D.** In flux risks

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 98

A component project of a program is completed, and will provide the intended incremental benefits.

How should the program manager proceed with the component transition?

- A.** Update the program stakeholder engagement plan with stakeholders from the transition organization
- B.** Define the component project's business value in the benefits management plan
- C.** Update the program roadmap to reflect completion of a key end-point objective
- D.** Initiate a program change request to close out the component project

Answer: A ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 99

You are the program manager for your organization and are planning the roles and responsibilities in your program. You would like to create a RACI chart for the program work. What does RACI mean?

- A.** It is a roles and responsibilities chart that uses responsible, action, consult, and interest responsibilities as the chart legend.
- B.** It is a roles and responsibilities chart that uses resource, action, contribute, inform responsibilities as the chart legend.
- C.** It is a roles and responsibilities chart that uses responsible, accountable, contribute, and inform responsibilities as the chart legend.

D. It is a roles and responsibilities chart that uses responsible, accountable, consult, and inform responsibilities as the chart legend.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 100

Management is trying to determine which program to initiate. Each of the potential programs has the possibility of creating an income for each it is in existence. Management would like to consider the present value for each year a program creates a return on investment. What program selection method is management using in this instance?

- A.** Net present value
- B.** Time value of money
- C.** Present value
- D.** Internal rate of return

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 101

You need to create a document that will define the costs, resources, and characteristics of each deliverable the program will create. What document should you create?

- A.** Program work breakdown structure
- B.** Program work breakdown structure dictionary
- C.** Program charter
- D.** Program scope statement

Answer: B ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 102

You are the program manager of the HNG Program. This program has a budget at completion of \$2,345,900 and is expected to last two years. The program is currently 30 percent complete and you have spent \$789,000.

The program is supposed to be 35 percent complete but do to some delays you're slightly behind schedule.

Based on this information, what is the schedule performance index (SPI) for this program?

- A.** \$821,065
- B.** .86
- C.** 1.05
- D.** .89

Answer: B ([LEAVE A REPLY](#))

Section: Volume B

Explanation

NEW QUESTION: 103

Robert's program is slipping on its schedule and management has asked that Robert find a method to compress the duration of the program. What approach could Robert take that would not dramatically add risks to program if he added labor to the effort-driven activities within the program?

- A. Lag time
- B. Fast tracking
- C. Crashing
- D. Lead time

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 104

Program management has several themes that the program manager must be aware of. Which one of the following is not a program management theme?

- A. Benefit management
- B. Stakeholder management
- C. Program governance
- D. Organizational planning

Answer: D ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 105

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?

- A. Force field analysis
- B. Decision tree analysis
- C. Sensitivity analysis
- D. Monte Carlo simulation

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 106

Robert is the program manager of the NHQ Program. His team has never worked with one another before this program and he is worried about their abilities to become a team in very short order. He would like to create a team development exercise to facilitate this process. Robert will need all of the following information except for which one to facilitate team development?

- A. Personnel records
- B. Program management plan
- C. Risk management plan
- D. Training records

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 107

What does RACI stand for?

- A. Responsible, Account, Confirm, Inform
- B. Responsible, Accountable, Consult, Inform
- C. Roles, Accountable, Confirm, Inform
- D. Roles, Action, Consult, Inform

Answer: ([SHOW ANSWER](#))

Section: Volume C

NEW QUESTION: 108

You are the program manager for the HGQ Program in your organization. Your program has eight constituent projects including a small project which you've assigned to Beth a new project manager in your organization.

Part of your assignment is to coach Beth on project management in your program. You are telling Beth about the five process groups of project management and how they map to the progression of the project. Which process group would you tell Beth is where she'll likely spend the bulk of the project time and the project budget?

- A. Monitoring and Controlling
- B. Planning
- C. Procurement
- D. Executing

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 109

What would prevent a program manager from completing program closure once a program has been completed?

- A. Failure to update the financial management plan
- B. Failure to obtain program steering committee approval
- C. Failure to update the benefits register
- D. Incomplete realization of all program benefits

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 110

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

- A. Half float
- B. Free float
- C. Full float
- D. Total float

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 111

Which of the following represents the duration of activities against a calendar?

- A. Pareto chart
- B. Pie chart
- C. Scatter chart
- D. Gantt chart

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 112

Rick is a Program Manager for a large construction program. The program contains four projects. Stakeholders have requested for some changes that will change the scope of the program. Rick needs to monitor and control program scope. He is required to analyze the change request with detailed deliverables, acceptance criterion, and the work of the program. Which of the following documents will help him for this?

- A. Program charter
- B. Program performance report
- C. Program scope statement
- D. Project charter

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 113

What is the other name for critical delivery dates?

- A. Substantial completion.
- B. Phases.
- C. Flags.
- D. Milestones.

Answer: D ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 114

You are the project manager for the GGG Project and are about to close the project kick off meeting. All of the project team members and the key stakeholders are in attendance. What final item should you talk about before closing the meeting?

- A. Remind everyone that you're the project manager if they have QUESTION NOs.
- B. Discuss the importance of the project scope.
- C. Thank everyone for attending.
- D. Discuss the action items and the importance of the items being completed as planned.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 115

A program manager needs to establish direction and identify the essential aspects of a program. In addition, they must ensure that the context and framework of the program are properly defined, assessed, and documented.

Which document will be created to support this activity?

- A. Program resource management plan
- B. Program management plan
- C. Program master schedule
- D. Program scope statement

Answer: D ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 116

Which of the following risk identification techniques is described in the statement below?

"It is used to gather information where participants don't know each other nor do they have to be present at the same location."

- A. Brainstorming
- B. Delphi
- C. SWOT analysis
- D. Assumptions analysis

Answer: B ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 117

The program selection committee presents several programs for approval:

Program A is estimated to cost US\$250,000, and has an annual cash inflow of US\$75,000.

Program B is estimated to cost US\$150,000, and has an annual cash inflow of US\$55,000.

Program C is estimated to cost US\$100,000, and has an annual cash inflow of US\$45,000.

Program D is estimated to cost US\$200,000, and has an annual cash inflow of US\$35,000.

Which program was selected based solely on a three-year return on investment?

- A. Program A
- B. Program D

C. Program C

D. Program B

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 118

The customer of a three-year program does not want to receive any intermediate details on the program. The program appears to be in trouble and the customer is concerned about a new system's cost. The program manager has provided monthly performance reports throughout the program's life cycle.

Which of the following would the customer be interested in reviewing?

A. Estimate to complete

B. Original cost baseline

C. Cost performance index

D. Estimate at completion

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 119

You are the program manager for your organization that utilizes vendors from several different organizations. A vendor has submitted an invoice for the work they have completed in your program. You have reviewed the work results and agree with the vendor that their contractual obligation is complete. What should you do next in regard to the vendor's invoice?

A. Approve the payment request

B. Finalize the performance report

C. Examine the contract

D. Complete a financial audit of the work

Answer: A ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 120

During the selection of source process, you assign certain points towards various categories to judge the vendors. Which type of source selection process is it?

A. Weighting system

B. Preferred vendor list

C. Benefit-cost analysis

D. Screening system

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 121

After new private equity owners acquire an enterprise, they want to improve its value by reducing costs. A new program will restructure the enterprise, including an aging headquarters campus where the main data center is housed. A strategic component project presents significant risk to

organizational objectives due to its complexity and dependencies on external parties. After a series of board meetings, the enterprise's investment committee approves a budget to implement this component project, which will move the old data center from the aging headquarters campus into a new colocation facility. Implementation of this component project may now begin, but is already one month behind schedule. The program manager now perceives significantly more risk to the larger program due to this delay.

What should the program manager do to address this risk with the program sponsor and governance board?

A. Revise the program budget, and implement the component project by managing it closely to recover the month-long delay. Next, update the component's project and risk management plans for governance board approval.

B. Update the component project's risk register, issue log, implementation plan, and risk management plan.

Next, meet with the program sponsor to revise the program budget, implementation plan, and risk management plan for governance board approval.

C. Share the concerns with the program sponsor to confirm understanding of the new development. Next, update the program budget, implementation plan, and risk management plan for governance board approval.

D. Update the program budget, and task the component project manager with implementing the plan. Next, submit a change order for approval to apply more resources to reduce the larger program's risk profile.

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 122

A program manager is appointed to manage a new program. The organization's leadership has specified a list of benefits that the program should deliver and has requested that the program manager determine when incremental benefits can be realized.

What should the program manager do first?

A. Develop the benefits sustainment plan.

B. Develop the program management plan.

C. Develop the program roadmap.

D. Develop the component project schedules.

Answer: A ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 123

You are the program manager for your organization. Your program has recently completed its program scope and you've transferred the benefits to the operations of your organization. Before your program is considered closed you must complete some forms and procedures as required by your organization. The requirements to complete the forms and paperwork are also known as what?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. Program administrative closure
- D. Closing processes

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 124

Part of your job as the program manager is to coach the project managers on their duties and goals. One of the project managers, Holly, is having trouble discerning the difference between quality assurance and quality control. She understands that she needs both to help you reach the program goals. Which statement best describes quality assurance for a project within your program?

- A. Quality assurance defines quality and sets goals for the project team.
- B. Quality assurance is an inspection-driven process to keep mistakes out of the project.
- C. Quality assurance is an organization-wide process to do the work according the organizational goals and metrics.
- D. Quality assurance is a prevention-driven process to keep mistakes out of the project.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 125

You are the program manager for your organization. You and your program team have been creating and transferring the program benefits to operations as feasible in your program execution. The process of delivering the program's benefits describes what process in program management?

- A. Quality control
- B. Benefits management
- C. Direct and manage program execution
- D. Quality assurance

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 126

Which of the following documents provides the mandate to execute the program within a certain timeline and also presents milestones for the delivery of products or incremental benefits?

- A. Program architecture baseline
- B. Program risk register
- C. Program WBS
- D. Program charter

Answer: D ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 127

You are the program manager for your organization. You have proposed a program that will cost \$750,000 and will last for four years. Management is concerned with the cost of the program in relation to the return your program will bring. If the rate of return is six percent what is the minimum value your project should return in four years based on the investment of the program?

- A. \$946,857
- B. \$750,001
- C. \$750,000
- D. \$795,000

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 128

A large automaker begins a program to create the next-generation car. As the program team is composed, key stakeholders are identified.

Key stakeholders for the program should include which of the following?

- A. Potential customers, government regulatory agencies, and competitors
- B. Project management office (PMO), third-party contractors, and agents
- C. Local car dealers, factory workers, and corporate officers
- D. Vice president of logistics, potential customers, and corporate executives

Answer: B ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 129

The network project has been very challenging. The cost performance index is presently 0.95 and the schedule performance index is 0.91. Risk could have been managed better from the start of this project. Halfway through the execution of the project management plan, the Project Manager assigned one person to do nothing but monitor for risks and work with the people who implemented the risk response plans. What would be a main goal to achieve from Risk Monitoring and Controlling?

- A. Qualitative analysis
- B. Overall Risk ranking for the project
- C. Corrective action

D. Quantitative analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 130

The sponsor is conducting a meeting and a Project Manager is reporting that his project is behind schedule by three weeks and under budget by \$80K US. You discover from the PMO that the project is behind schedule by eight weeks and is over budget. What should you do?

- A. Report the Project Manager to PMI
- B. Review with the Project Manager how this status was produced
- C. Notify senior management
- D. Ask the PMO to investigate the project status

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 131

Which of the following statements is most accurate about the critical path?

- A. The critical path reveals which path has the most risk of failure.
- B. The critical path is the longest path because it has the most activities.
- C. The critical path has no float.
- D. The critical path is always one path that shows the project duration.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 132

A knowledge area defines a subset of program management and its processes within that domain. For example, the knowledge area of quality management includes the processes related directly to quality management only. Which knowledge area ensures that all knowledge areas interact correctly with one another?

- A. Integration management
- B. Program management planning
- C. Communications management
- D. Program benefits management

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 133

Which one of the following is the best example of transference?

- A. Your program is dealing with a new technology that you and your program team are not familiar with so you hire a consulting company to complete this work for you.
- B. Your program creates an opportunity that your company can realize on its own so it brings in a competitor to help seize the opportunity.
- C. Your program has some very dangerous activities so you hire a training company to train your program team.

D. Your program must be completed by a given deadline as government inspectors are scheduled to review the work to determine its accuracy.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 134

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?

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 135

You are the program manager for your organization. Management has asked you to create a method to track the program stakeholders' concerns, threats, and demands for communication. They would like you to map out each stakeholder or stakeholder group and identify trends within the chart to help your program communicate better. What type of a chart should you create for management?

- A.** RACI chart
- B.** Stakeholder analysis chart
- C.** Roles and responsibilities chart
- D.** Communication matrix

Answer: ([SHOW ANSWER](#)**)**

Section: Volume A

NEW QUESTION: 136

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.** Earned value management results
- B.** Change requests
- C.** Performance reports
- D.** Stakeholder analysis plan

Answer: ([SHOW ANSWER](#)**)**

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NEW QUESTION: 137

Your company and a competing company have created a teaming agreement for an opportunity. Through this team agreement you and your competitor can complete a major program for a client. This is, technically, a risk response for both organizations. What type of risk response are you dealing with in this instance?

- A. Teaming
- B. Exploiting
- C. Accepting
- D. Sharing

Answer: D ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 138

You are the program manager for the GHT Program for your company. This program has a budget at completion of \$789,000 and is currently 40 percent complete, though it was scheduled to be 50 percent at this time. Your program has spent \$325,000 of the budget to date. Based on this information, how many pennies is your program losing per dollar spent on the work?

- A. 20
- B. 1
- C. 3
- D. 11

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 139

A program to implement a new payroll processing system at a healthcare company is nearing completion and is under budget. What should the program manager do next?

- A. Apply the remaining budget to deferred enhancement requests.
- B. Apply the remaining budget to operational activities.
- C. Request permission from the program governance board to initiate program closure activities.
- D. Present additional opportunities to the program sponsor.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 140

Wan is the program manager for his organization. He has been hearing reports that some project team members are complaining about the number of hours they're required to work on the program's projects and that some scheduling of team assignments are conflicting with their regular operational duties. You investigate the problem and agree that many team members are being assigned too much work within a given time period. You decide to enforce resource leveling heuristics to thirty hours of project work per week maximum. What will likely happen to the program and projects?

- A. The risks of failure will increase.
- B. The cost of the program and project will increase.
- C. The morale of the project managers will decline.
- D. The schedule to complete the work will take longer.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 141

Which of the following can be an effective tool during quality control to help determine the how the problem occurred?

- A. Flowcharting
- B. Pareto Diagram
- C. Rework
- D. Trend Analysis

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 142

Don is the project manager of the NQP Project for his organization. This project is scheduled to last for 18 months and will have several elements of the project that have government regulations. Management is concerned with the regulations and would like Don to report on the activities that will be affected by the regulations. What document should Don reference for information on the activities and the regulations?

- A. Activity list and attributes
- B. Risk register
- C. Risk management plan
- D. Activity list

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 143

Robert is the program manager for his organization which operates in a matrix structure. Resources in Robert's program will be utilized on several projects in and out of his program. He wants to be certain that all of the resources will be planned accordingly and that the project managers communicate with one another about when the resources will be needed and utilized in the projects. What plan should Robert create along with the project managers to ensure that the resources are scheduled and managed effectively?

- A. Resource management plan
- B. Program management calendar
- C. Schedule management plan
- D. Resource calendar

Answer: ([SHOW ANSWER](#))

Section: Volume B

NEW QUESTION: 144

A team member has come to you and reported that the work due today is going to be five weeks late. The team member has requested that you do not report this to senior management. What is your professional and social responsibility to the project?

- A. Issue a status report that does not contain this information
- B. Wait until you have some good news to report with the bad news
- C. The manager has helped you so you won't report the slip, hoping it gets back on schedule
- D. Report the status accurately and timely

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 145

You are the program manager for your organization and are about to execute your procurement management plan. You need to procure materials for your program and you want only the vendor to provide you with a price for the goods you need to procure. What type of a document should you provide to the vendor in this scenario?

- A. Program charter
- B. Proposal
- C. Statement of work
- D. Request for quote

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 146

A Project Manager is in the execution phase of a highly visible project and a major milestone is due in three weeks. The Project Manager has discovered that a vendor's deliverable for this milestone will be five weeks late. What should the Project Manager do?

- A. Report the status of the missed milestone
- B. Do not report this problem in the status meeting
- C. Meet with the team and brainstorm how to create a workaround for this problem
- D. Halt all payments to the vendor until the deliverable is received

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 147

You have completed a project for a client at his facility. The project has lasted for 18 months and you have generated many reports, plans, change request forms, and other documents about the project work. What should you do with the project documentation?

- A. Give it to the client for his information.
- B. Leave it as is for the client to destroy or archive.
- C. Destroy it, as this information is relevant to the client.
- D. Archive it as part of your organization's process assets.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 148

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. Business case
- B. Scope statement
- C. Project charter
- D. Requirements document

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 149

A team member has made a mistake during the installation of a fixture in your program. You have requested that the team member should correct the problem so that the fixture is installed properly. Once the team members has corrected the problem what action should be taken next?

- A. Defect repair validation
- B. Lesson learned documentation
- C. Corrective actions
- D. Preventive actions

Answer: A ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 150

Program management has several themes that the program manager must be aware of. Which one of the following is not a program management theme?

- A. Benefit management
- B. Program governance
- C. Stakeholder management
- D. Organizational planning

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 151

Component project managers create project management plans for all component projects in a program. The program manager notices that some project managers prefer one status report template, while others prefer another.

How should the program manager decide which template is appropriate?

- A. Meet with the program governance board to select an appropriate template.
- B. Allow the component project managers to use their preferred templates.
- C. Review the issue with the program management office (PMO) to determine which template to use.
- D. Review the issue with the project managers and come to mutual agreement on which template to use.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 152

In a program, management would like to consider the present value for each year a program creates a return on investment. What program selection method is management using?

- A. Net present value
- B. Time value of money
- C. Internal rate of return
- D. Present value

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 153

When should a program manager approve the closure of a component project?

- A. When acceptance criteria of the project are met
- B. When the project has delivered the project benefits
- C. When program deliverables are complete
- D. When project deliverables are complete

Answer: C ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 154

The program manager leads a medical billing system integration program for company A, a health services provider. Company A acquires smaller company X, which delivers health services strategically aligned with company A.

Company X uses a different billing approach than company A.

Company A's chief information officer (CIO) seeks counsel on which solution would be the better option moving forward, requesting the program manager's assistance.

How should the program manager respond to the CIO's request?

- A.** Gather the costs and benefits associated with each option and recommend the appropriate solution defining why the selected approach is better.
- B.** Find similar examples of the preferred approach and ask the project teams to document why the preferred approach is better
- C.** Conduct a thorough stakeholder analysis and develop a program management plan to implement the appropriate solution for both companies.
- D.** Document the resources required to implement the recommended solution and demonstrate how this solution will save the company money.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 155

The program manager wants to increase the team's commitment to the program objectives.

The program manager should do which of the following?

- A.** Work with the program management office to identify the organization's best practices.
- B.** Work with the sponsor to identify the organization's best practices.
- C.** Work with the sponsor, program stakeholders, and the program management office to identify the organization's best practices.
- D.** Work with the program stakeholders and program management office to identify the organization's best practices.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 156

Which of the following is NOT true regarding the program work breakdown structure (WBS)?

- A.** It defines a program and groups the program's discrete work elements in a way that helps organize and define the total work scope of the program.
- B.** It subdivides the program deliverables to work packages that are linked to the activities within the program.
- C.** It defines all the work and only the required work for the program.
- D.** It subdivides the program deliverables to work packages that are linked to the activities within the program.

Answer: C ([LEAVE A REPLY](#))

Section: Volume B

Explanation/Reference:

NEW QUESTION: 157

A program manager is identifying and verifying risks as outlined in the risk management plan. The results will be recorded in which of the following?

- A. Risk monitoring and control
- B. Risk response planning
- C. Risk register
- D. Risk mitigation strategy

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 158

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 team members should develop their own system for installation of the fixtures.
- C. The project manager should work with the project team to understand how each fixture is to be installed.
- D. Use a checklist for the installation because it is repeatable work.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 159

A two-year program is coming to an end. Many of the initial governance board members have moved from their current posts or left the company. Several new members have joined, but have a short association with the program, which changes the board's expectations and focus. During the final phase gate review, some board members are uncertain of their roles and expectations in the process.

How should the program manager handle this situation?

- A. Review the final program outcome with the program sponsor
- B. Review the strategic plan and benefits management plan with the board
- C. Present the final program status, costs, and schedule reports
- D. Prepare a program change request utilizing new board member input

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 160

You are the program manager for your organization. Your current program is to create a new recreational facility in your city. Franklin, the Chief Executive Officer, is concerned about meeting all of the financial and schedule requirements of the proposed program. Martina, the mayor of your town, wants to make certain the program meets all safety requirements and building codes. Your supervisor, Mary Ann, is the Program Director, and she is concerned about the start date of your program. Another stakeholder, Hal, is worried that your resources may be spread thin on the

program as some of the resources are on multiple projects in your program. To whom will you report to in this program?

- A. Franklin
- B. Martina
- C. Hal
- D. Mary Ann

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 161

You are hosting a meeting with all of the vendors that have received a copy of your statement of work. In this meeting, you'll be discussing the statement of work, clarifying the details, and answering any QUESTION NOs the vendors may have about the project. What is this meeting called?

- A. Sales meeting
- B. Select sellers process
- C. Bidder conference
- D. Negotiations

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 162

During program execution, how does a program manager ensure that benefits are being realized in accordance with program governance?

- A. By reviewing the benefits management plan
- B. By updating the benefits register
- C. By conducting benefits analysis and planning
- D. By reviewing the program business case

Answer: B ([LEAVE A REPLY](#))

Section: Volume D

Explanation/Reference: <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/benefits-realization-management-framework.pdf> (2)

NEW QUESTION: 163

In which of the following processes is the program charter created?

- A. Establish Program Financial Framework
- B. Plan Program Scope
- C. Initiate Program
- D. Develop Program Management Plan

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 164

Which of the following tools/techniques keep program managers and executives informed of the program's progress?

- A. Expert judgment
- B. Review meetings
- C. Component analysis
- D. Capacity planning

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 165

You are the program manager for your organization and your team has reported on a new issue among your program stakeholders. You want to address this issue as soon as possible, but it will need to be studied and reviewed. You recommend that Shirley, one of your program team members, study the issue and present a few solutions in a week's time. What else should you do with the issue?

- A. Communicate with the stakeholders that you are addressing the issue.
- B. Document the issue in the lessons learned.
- C. Record the issue in the issue log.
- D. Determine the time and cost of researching the issue for resolution.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 166

All of the following are resources that you will need to monitor and control in a program environment except for which one?

- A. Quality
- B. Staff members
- C. Contracts
- D. Equipment

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 167

You are the program manager for your organization. This program will last for two years and has eight projects.

The cost of your program is \$4 million and there are some risk concerns that may affect the overall cost of the program. Management is concerned with how long it will take the program to reach the management horizon.

What is management horizon also known as?

- A. Payback period
- B. Cost performance index
- C. Cost-to-benefits ratio
- D. Return on investment

Answer: ([SHOW ANSWER](#))

Section: Volume B

Explanation/Reference:

NEW QUESTION: 168

You are the program manager of the MQQ Program. Your program will use equipment and materials that are new to your industry. You have some concerns that there will be delays and waste by your program team because they've not worked with these materials or tools before. You elect to send the resources that will work the most with these tools through training. The cost of the training in this instance is known as which one of the following?

- A. Indirect costs
- B. Cost of doing business
- C. Direct costs
- D. Cost of conformance quality

Answer: ([SHOW ANSWER](#))

Section: Volume B

NEW QUESTION: 169

You are the program manager for the HGQ Program in your organization. Your program has eight constituent projects including a small project which you've assigned to Beth a new project manager in your organization. Part of your assignment is to coach Beth on project management in your program. You are telling Beth about the five process groups of project management and how they map to the progression of the project. Which process group would you tell Beth is where she'll likely spend the bulk of the project time and the project budget?

- A. Executing
- B. Planning
- C. Procurement
- D. Monitoring and Controlling

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 170

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?

- 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 ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 171

Your program exists within a matrix structure. Your program has eight projects that all share resources from around the organization. You are concerned that some of the project team members may be over allocated and want to create a chart that will reflect the utilization of resources. What kind of chart can show the utilization of project team members used in your program?

- A. Pareto chart
- B. Resource network diagram
- C. Resource breakdown structure
- D. Resource histogram

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 172

You are the program manager for the HNY Corporation and you complete programs for other companies in your role. You have just been assigned a new program that is very similar to a recently completed program you did for your company. Management has asked you to create a cost estimate for the program so you base your current cost estimate on the recently finished program. What type of estimating technique have you used in this instance?

- A. Parametric
- B. Bottom-up
- C. Rough order of magnitude
- D. Analogous

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 173

Identify the term described in the statement given below? "The use of it should be reviewed along with an assessment of their effectiveness. This will aid the program management in determining if risks to the program are being effectively managed. It also provides feedback to the program management on any projects that need to be recovered or terminated."

- A. Earned Value
- B. Contingency Reserve
- C. Budget
- D. Planned Value

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 174

A team member has made a mistake during the installation of a fixture in your program. You have requested that the team member should correct the problem so that the fixture is installed properly. Once the team members has corrected the problem what action should be taken next?

- A. Defect repair validation
- B. Lesson learned documentation
- C. Corrective actions
- D. Preventive actions

Answer: ([SHOW ANSWER](#))

Section: Volume B

Explanation

NEW QUESTION: 175

You are the program manager of the OFE Program. You are working with your program team and project managers to ensure that there is consistency in the execution of the program plan. You stress that the work has been planned and now the team must accurately complete the work. You want to ensure that the work is done correctly the first time in the program. What type of process are you stressing to your program team and project managers?

- A. Quality assurance
- B. Quality control
- C. Scope verification
- D. Process improvement

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 176

You are the program manager for your organization. You are examining the order of the activities in your program schedule and would like to change some of the ordering to alleviate scheduling conflicts, risks, and based on your experience with the discipline the program uses. Some of the activities you can rearrange while some of the activities must be completed in a particular order. What term describes the activities that must happen in a particular order?

- A. Mandatory dependencies

- B. Benefits management dependencies
- C. Finish on constraints
- D. Discretionary dependencies

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 177

You are program manager for the HYH Program. Your program governance is requiring you to use earned value management to predict how closely your program is tracking to the cost and schedule baselines and to predict overall program performance. Which earned value management formula can you use to predict how much more will need to be invested in the program based on current program performance?

- A. EV/AC
- B. BAC/CPI
- C. EAC-AC
- D. EV/PV

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 178

You are trying to determine if you should buy or build a solution for your program. If you build the solution it'll cost you \$45,000 to create and \$7,000 per month to support. A vendor reports that they can create the solution for you for \$1,000 but you'll have to pay them \$9,000 per month to support the solution. Should you buy or build this solution?

- A. Build the solution if you'll use it longer than 22 months.
- B. Buy the solution if you'll use it longer than 24 months.
- C. Buy the solution if you'll use it longer than 22 months.
- D. Build the solution if you'll use it longer than 25 months.

Answer: A ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 179

You are working with Sam, a project manager on one of the projects within your program. Sam doesn't understand all of the rules and procedures that he's required to do as a project manager in your program. What are the rules and procedures called in project that Sam must abide by?

- A. Enterprise environmental factors
- B. Program governance
- C. Project governance
- D. Process procedures

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 180

You are the program manager of the NQA Program. In this program you're planning which contract types you'll allow into the program and which ones you will not. One contract type you won't accept is the cost plus percentage of cost contract. Which of the following is a valid reason you would not allow this contract type into your program?

- A. The contract type requires the vendor to provide a fixed price for the work.
- B. The contract type allows is the most dangerous for the buyer.
- C. The contract type allows the vendor to change the price of the work he's completed.
- D. The contract type requires the vendor to provide a fee for the time invested and the materials used.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 181

Which of the following terms is used for a schedule compression technique where two activities that were previously scheduled to start sequentially start at the same time?

- A. Crashing
- B. Float
- C. Compressing
- D. Fast tracking

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 182

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. Respond to the program sponsor if the program sponsor asks about it a second time.
- B. Present the risks and benefits of the changes to the program sponsor.
- C. Accept what the program sponsor requires and implement the changes.
- D. Discuss the proposed changes with the stakeholders and project managers, and give the program sponsor the best option.

Answer: A,D ([LEAVE A REPLY](#))

NEW QUESTION: 183

Identify the term described in the statement given below? "The use of it should be reviewed along with an assessment of their effectiveness. This will aid the program management in determining if risks to the program are being effectively managed. It also provides feedback to the program management on any projects that need to be recovered or terminated."

- A. Budget
- B. Planned Value
- C. Contingency Reserve
- D. Earned Value

Answer: C ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 184

Alice is the project manager of the NHQ Project and is entering the project's closing processes. The project, she has managed, has been for another organization in a contractual relationship. Her organization requires Alice to complete performance reviews of the project team, review the deliverables with the project customer, and to obtain formal signoff of the project deliverables. There may be other conditions and activities that Alice likely will need to do in this final project phase. Where can Alice check regarding this project?

- A. Project Integration Plan
- B. Project Contract
- C. Project Quality Control procedures
- D. Project Communications Management Plan

Answer: B ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 185

You are the program manager for your organization and you're trying to determine if you buy or build a software solution for your organization. If you build the solution it'll cost you \$75,000 to create and it'll cost you \$12,000 per month to support. If you hire a vendor they can build the solution for \$63,000 but their solution will cost you \$15,500 per month to support. How many months would you have to use your in-house solution to equate to the cost of the vendor's solution?

- A. Approximately 6 months
- B. You'll never be able to equate to the cost of the vendor's solution.
- C. Approximately 3.5 months
- D. Approximately 10 months

Answer: ([SHOW ANSWER](#)**)**

Section: Volume A

Explanation/Reference:

NEW QUESTION: 186

Hal is the program manager for his organization. He would like your organization to provide his program with

4 tons of pea gravel for a construction project in his program. Hal send you a statement of work and an IFB.

What document should you provide to Hal?

- A. Proposal
- B. Invoice
- C. Bid
- D. Quote

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 187

You are the program manager for your organization. Your current program, which has just been initiated, needs to launch several projects in order to create all of the benefits of the program.

What document do you need to create in order to initiate the projects within your program?

- A. Program scope statement
- B. Program charter
- C. Project charter
- D. Project preliminary scope statement

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 188

The project is in the phase of doing procurement audits. It is important to identify successes and failures of the procurement process. This identification is important for formal acceptance and closure. What process is the project in?

- A. Closing
- B. Quality Assurance
- C. Contract Closure
- D. Close Project

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 189

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: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 190

You are the program manager of the GHY Program. Your program team has identified a risk dealing with the materials you will be using in the program. It is possible that if the materials are not installed properly they will cause serious damage in future phases of the program. Your team has recommended additional training and a consultant to help the team members install the material accurately to reduce the likelihood of the risk event. You agree and the team executes the risk response. What type of risk response have you implemented in this situation?

- A.** Avoidance
- B.** Mitigation
- C.** Workaround
- D.** Enhancing

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 191

The Project Manager is creating an estimate for building a company WAN (wide area network.. As the Project Manager, you have undertaken the make-or-buy decision and determined that the WAN implementation should be outsourced because your company does not have the expertise. After receiving all the vendor proposals, you find that two of the proposals specify cost-plus-fixed-fee, two other of the vendors specify fixed-price, another two specify cost-plus-incentive-fee, and the last two specify time and material. Which of the proposals would present the least probability of loss for the company?

- A.** Proposals that use fixed-price
- B.** Proposals that use cost-plus-fixed-fee
- C.** Proposals that use time and material
- D.** Proposals that use cost-plus-incentive-fee

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 192

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?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 193

A program is near completion and the benefits will be delivered shortly. The program manager prepares to initiate program closeout activities to release the program resources.

Before initiating closeout and releasing the resources, what should the program manager do?

- A. Prepare performance evaluations for all program personnel
- B. Obtain approval from the sponsor to close the program
- C. Review the benefits management plan with the program sponsor
- D. Prepare performance evaluations for all project personnel

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 194

The program manager compiles a program performance report for review by the program governance board. The performance report indicates that the scope, quality, and schedule objectives have been met, but costs and resource utilization are higher than expected. The program can no longer deliver the planned return-on-investment within an acceptable level and the intended benefits have not yet been realized.

After further analysis of the performance indicators, the program manager should do which of the following?

- A. Recommend cancellation of the program based on performance metrics.
- B. Extend the schedule to reduce costs and resource utilization.
- C. Expand the scope and continue the program until return-on-investment objectives can be met.
- D. Transition the existing program results to the appropriate operational area.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 195

You are the program manager for the HGQ Program in your organization. Your program has eight constituent projects including a small project which you've assigned to Beth a new project manager in your organization.

Part of your assignment is to coach Beth on project management in your program. You are telling Beth about the five process groups of project management and how they map to the progression

of the project. Which process group would you tell Beth is where she'll likely spend the bulk of the project time and the project budget?

- A. Monitoring and Controlling
- B. Planning
- C. Executing
- D. Procurement

Answer: C ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 196

You are the program manager for the HQM Program. Your program has sixteen constituent projects around the world. You are requiring that each project manager and project management team use the same forms, software, and templates to create standardization in each project. What term is assigned to the forms, templates, and software that your program will provide for your projects?

- A. Organizational process assets
- B. Program governance
- C. Enterprise environmental factors
- D. Project management assets

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 197

Your program has a budget at completion of \$1,550,000 and is expected to last one year. Currently your program is 45 percent complete and has spent \$725,000. According to the program schedule you are actually to be fifty percent complete by this time, but due to some vendor delays your program is running just a bit late. Based on this information which is performing worse, the cost or schedule?

- A. The cost is performing worse because the EAC is \$1,611,111.
- B. The cost is performing worse because the CPI is .96.
- C. The schedule is performing worse because the SPI is .90
- D. The schedule is performing worse because the SV is -\$27,500.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 198

You are the program manager for your organization. Management is considering a new program but they are worried about the program risks that may affect the program success. You know that there are three positive risks responses and three negative risk responses that each risk can have. Management asks you which risk response would be most appropriate for a large risk event if they wanted to hire a third-party to own the risk event for the program. What risk event is most appropriate?

- A. Transference
- B. Mitigation
- C. Avoidance
- D. Sharing

Answer: A ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 199

Kelly's program is slipping on its schedule. Management is worried that the program will be late and this will cost the organization several thousand dollars in fines and penalties. They've asked Kelly to use a schedule duration compression technique that will help the program finish on time. The technique that Kelly can use, however, should not add costs to the program. What duration compression technique should Kelly use in this instance?

- A. Crash the program
- B. Add lead time to the program
- C. Trim the program scope
- D. Fast track the program

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 200

After taking over a program, a program manager reviews the program's status and discovers that stakeholders do not know how the program is performing in relation to schedule and costs. The program manager establishes earned value (EV) metrics and determines that the program has a budget of US\$2.1 million, is three months into a nine-month timeline, and the planned value (PV) at the three-month point should be US\$320,000. The program has spent US\$350,000 and the EV is US\$340,000.

Based on this information, the program manager determines which of the following?

- A. The schedule is US\$30,000 under budget
- B. The cost is US\$20,000 under budget
- C. The schedule is US\$10,000 over budget
- D. The cost is US\$20,000 over budget

Answer: D ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 201

You are working with Sam, a project manager on one of the projects within your program. Sam doesn't understand all of the rules and procedures that he's required to do as a project manager in your program. What are the rules and procedures called in project that Sam must abide by?

- A. Project governance
- B. Process procedures
- C. Enterprise environmental factors
- D. Program governance

Answer: C ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 202

You are a Project Manager at Dewey, Cheatum, and Howe and assigned to a major construction project. The project is on schedule and under budget, but you are constantly in conflict with a member of your project team. This team member is sabotaging the project. What would be the best solution to resolve this problem?

- A. Holding a team meeting to vote if the team member should be removed
- B. Firing the team member from the project as soon as possible
- C. Reporting this to senior management
- D. Reporting this problem to senior management with a solution of replacing this team member

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 203

Who prepares the statement of work (SOW) for external projects?

- A. Customer
- B. Chief Financial Officer (CFO)
- C. Project Manager
- D. Project management team

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 204

Near the completion of a transformation program, the operations manager is concerned that their department failed to be notified in advance of the new service being transitioned into operations. They claim that their department did not approve this service, and is now unprepared and untrained to support the transformation.

What should the program manager have done first to prevent this?

- A. Added the operations manager as a key stakeholder
- B. Created a transition plan during the planning phase for the impacted operational area
- C. Ensured there was a communications management plan that included the transition to operations

D. Drafted a training plan with assistance from the program management office (PMO) or human resource department before transitioning it to operations

Answer: B ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 205

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

- A.** It formally authorizes the program.
- B.** It represents a common understanding of the program for the purpose of facilitating communication among the stakeholders.
- C.** It sets authorities and limits for the program manager and team.
- D.** It defines all the work and only the required work for the program.

Answer: B,C,D ([LEAVE A REPLY](#))

NEW QUESTION: 206

You are the program manager of the NHQ Program. You are working with your program team to ensure that the work in the program is done accurately and according to scope. You are also reviewing the team inspection process that will need to be done to ensure that the work is being done according to the scope. If the work is found to be defective it will need to be corrected before the program customers can inspect the work. What process are you completing to ensure that the work is done accordingly to scope?

- A.** Quality control
- B.** Scope verification
- C.** Quality assurance
- D.** Planning

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 207

What is the formula to determine earned value (EV) for a program?

- A.** Percent completes time the program cost estimate
- B.** Percent complete times the program budget at completion
- C.** Percent complete times percent remaining in the program
- D.** Percent complete times the program cost of labor and materials

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 208

You are the program manager for a construction program. In this program you are requiring that all workers adhere to the identified safety requirements. Some of the work in the program you've decided is too risky for the program team members so you've hired specialists to manage the

dangerous work. The outsourcing of the dangerous work to a specialist is what type of risk response?

- A. Avoidance
- B. Enhancing
- C. Mitigation
- D. Transference

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 209

Which of the following risk identification techniques is described in the statement below?

"It is used to gather information where participants don't know each other nor do they have to be present at the same location."

- A. SWOT analysis
- B. Assumptions analysis
- C. Delphi
- D. Brainstorming

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 210

You are a program manager of a program. You are required to compile performance data of your program. These data will be sent to relevant stakeholders. You are reviewing the status reports of all projects including the costs, schedule, scope, risks, and other performance data.

In which of the following processes are you working on?

- A. Monitor and Control Program Performance
- B. Report Program Performance
- C. Plan Communication
- D. Distribute Information

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 211

You are the program manager for your organization and you're trying to determine if you buy or build a software solution for your organization. If you build the solution it'll cost you \$75,000 to create and it'll cost you \$12,000 per month to support. If you hire a vendor they can build the solution for \$63,000 but their solution will cost you \$15,500 per month to support. How many months would you have to use your in-house solution to equate to the cost of the vendor's solution?

- A. Approximately 6 months
- B. Approximately 3.5 months
- C. You'll never be able to equate to the cost of the vendor's solution.
- D. Approximately 10 months

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 212

Rick is a Program Manager for a large construction program. The program contains four projects. Stakeholders have requested for some changes that will change the scope of the program. Rick needs to monitor and control program scope. He is required to analyze the change request with detailed deliverables, acceptance criterion, and the work of the program. Which of the following documents will help him for this?

- A. Project charter
- B. Program charter
- C. Program scope statement
- D. Program performance report

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 213

You are the program manager for your organization and you need to define all of the program resources you'll need for your program. All of the following can be considered a program resource except for which one?

- A. A forklift
- B. Materials for the installation of a new server
- C. A positive risk response
- D. Gary, an application developer

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 214

What document asks the seller to provide your project with a detailed description of a project solution along with a price to complete the project work?

- A. Proposal
- B. RFP
- C. Bid
- D. Quote

Answer: A ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 215

Paul is the program manager for his company. He along with his team is working on the Monitor and Control Program Changes process. The process will need several inputs. Which one of the following items is NOT an input to the Monitor and Control Program Changes process in the program management?

- A. Program management plan
- B. Change requests
- C. Approved change requests
- D. Change request log

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 216

A new program is comprised of four component projects. The program manager must assign project managers to each of the four projects. There are eight potential project managers to consider.

What should the program manager do before assigning the project managers?

- A. Determine budgetary constraints related to the project managers' salaries
- B. Request performance feedback from the project managers' line managers
- C. Evaluate the project managers' skills and match them to the needs of the projects
- D. Interview each project manager to determine their career aspirations

Answer: ([SHOW ANSWER](#)**)**

Section: Volume D

NEW QUESTION: 217

Which of the following tools/techniques keep program managers and executives informed of the program's progress?

- A. Component analysis
- B. Expert judgment
- C. Review meetings
- D. Capacity planning

Answer: ([SHOW ANSWER](#)**)**

Section: Volume C

NEW QUESTION: 218

You are the program manager for your organization and you are preparing to launch several constituent projects within your program. You need to ensure that each project manager is authorized to utilize the appropriate project and program resources in order to complete the project requirements. What document do you need to create for each constituent project in your program to ensure that each project manager can use the appropriate resources?

- A. Project scope statement
- B. Project charter
- C. Roles and responsibilities chart
- D. Project resource requirements document

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 219

Which project management meeting allows stakeholders to meet one another and to learn about the project?

- A. Project scope review
- B. Project status meeting
- C. Project authorization meeting
- D. Project kick-off meeting

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 220

A design and production company's program comprises the design and manufacture of complex parts. During the yearly strategy alignment meeting, the program manager notices that a peer program manager started a project to develop a new manufacturing technology to further reduce operations costs.

What should the program manager do to incorporate this new technology into the program?

- A. Analyze the benefits management plan to determine any new risks this new technology may introduce.
- B. Incorporate the new benefit to be obtained from this technology into the program's transition plan.
- C. Work with the project managers to update the program's risk register by evaluating this new technology's ROI.
- D. Update the benefits management plan with an analysis of the new technology's potential benefits.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 221

The program sponsor returns from a board of directors meeting after identifying a significant risk to the program schedule. This may impact the program's benefits realization.

What should the program manager do next?

- A. Adjust the program scope to avoid the risk.
- B. Implement the mitigation plan for the identified risk.
- C. Update the program benefits management plan and risk register.
- D. Document the risk and create a mitigation plan.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 222

A large international manufacturing company is centralizing its IT which is currently spread over 16 countries. The transition means physically regrouping the infrastructure and aligning processes and organizations. The high-level scope of this transformation encompasses three main areas:

1. The technology area--assessing which technology/tooling should be retained for the target data center.
2. The policies and procedure area--aimed at establishing a common set of processes supporting the new way of delivering services.
3. The HR area--assuring the new organization best fits the diversity of the countries and functional domains, while offering equivalent compensations for comparable functions.

You have selected your team and you are preparing the business case to support 1) the team selections you made and 2) your recommendation to proceed to the program's next phase.

Which document should be present in your business case?

- A. A comprehensive analysis of the different compensation packages offered in the 16 countries
- B. A cost/benefit analysis of the different scenarios, presenting their respective contributions
- C. A detailed plan showing dependencies among the constituent projects
- D. An inventory detailing all physical and logical components in place and the employees in scope

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 223

You are the program manager for your organization and you're dealing with several issues about the materials used in the program. Right now, the issues have been assigned to issue owners for resolution in ten days. In the interim, what should you do with the issues?

- A. Nothing - the issue owners will manage all concerns with the issues.
- B. Record the issues in the issue register.
- C. Communicate the issue status with the program sponsor.
- D. Document the issues in the risk register.

Answer: B ([LEAVE A REPLY](#))

Section: Volume A

Explanation

NEW QUESTION: 224

While setting up a program's infrastructure and plan, a program management team develops documents and processes that provide commonality and consistency throughout the program's components.

What should the team also prepare, if not already provided by the organization's assets?

- A. Breakdowns such as the program work breakdown structure (PWBS), component project milestones, and budgets that transform top-level planning into fragments relevant to the components

- B.** Industry standards that provide guidance to the component project managers on how to adapt their detailed planning to the program's master plan
- C.** Documents that enable level-adequate aggregation and consolidation of component/program information and forecasting
- D.** Files, filing structures, and templates for knowledge repositories that contain centrally stored and commonly maintained program data

Answer: A ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 225

You are the program manager of HYH Program for your organization. Your program is to create a new sports arena for your city within 12 months. Your program has seven projects and you've worked with all of the project managers before. Even though you've worked with the project managers before you still need to define the authority of the project managers and their projects. What document names the project manager for the project?

- A.** Project charter for each project
- B.** Program human resource management plan
- C.** Project scope statement
- D.** Program management charter

Answer: ([SHOW ANSWER](#)**)**

Section: Volume A

NEW QUESTION: 226

Which project management meeting allows stakeholders to meet one another and to learn about the project?

- A.** Project authorization meeting
- B.** Project status meeting
- C.** Project scope review
- D.** Project kick-off meeting

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 227

You are the project manager of a construction project. You have to close a phase of the project. Which is the only technique (or tool) available in the Close Project or Phase process?

- A. Change control meetings
- B. Observations
- C. Project management information system
- D. Expert judgment

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 228

A program management team is invited to a company's annual strategy planning session. The CEO discusses the mission and vision of the organization, and how the strategic plan will create opportunities to fulfill them.

How can the program manager use the company's vision to establish a program?

- A. Define the program roadmap, and highlight the individual projects' benefits.
- B. Define the program and component projects to enable the fulfillment of strategic goals.
- C. Identify program benefits that will enable the fulfillment of strategic goals.
- D. Set the priority matrix, and map the projects' priorities that will be included in the program.

Answer: B [\(LEAVE A REPLY\)](#)

NEW QUESTION: 229

As a program manager you must also understand the project management lifecycle and the project lifecycle.

What is the difference between the two?

- A. The project management lifecycle is comprised of the phases initiating, planning, executing, monitoring and controlling, and closing. The project lifecycle is comprised of phases that are unique to the project work.
- B. The project management lifecycle is unique to each project while the project lifecycle is universal to all projects.
- C. The project management lifecycle and the project lifecycle are the same thing.
- D. The project management lifecycle is universal to all projects and the project lifecycle is unique to each project.

Answer: D [\(LEAVE A REPLY\)](#)

NEW QUESTION: 230

While setting up a program's infrastructure and plan, a program management team develops documents and processes that provide commonality and consistency throughout the program's components. What should the team also prepare, if not already provided by the organization's assets?

- A. Industry standards that provide guidance to the component project managers on how to adapt their detailed planning to the program's master plan

- B.** Files, filing structures, and templates for knowledge repositories that contain centrally stored and commonly maintained program data
- C.** Documents that enable level-adequate aggregation and consolidation of component/program information and forecasting
- D.** Breakdowns such as the program work breakdown structure (PWBS), component project milestones, and budgets that transform top-level planning into fragments relevant to the components

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 231

Your program is to construct a new condo building in Chicago. You and the project managers are working together to define the project assumptions about the program. Which one of the following is an example of an assumption for this program?

- A.** Weather
- B.** Building codes
- C.** A predetermined program budget
- D.** Deadlines for project milestones

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 232

What document asks the seller to provide your project with a detailed description of a project solution along with a price to complete the project work?

- A.** Quote
- B.** Proposal
- C.** Bid
- D.** RFP

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 233

The program director of a four-year program, estimated to require 600,000 person-days effort, notices that team morale has decreased over the last three months. The program is at a critical stage with 70% completion through the test phase. A number of defects are found that result in teams working additional hours. The program director requests that the program management office (PMO) gather metrics to monitor the situation.

Which of the following metrics should the PMO capture on a monthly basis?

- A.** Billable hours charged to the program, non-billable hours charged to the program, quantity of defects per full-time equivalent (FTE)
- B.** Absenteeism rate, staff turnover, quantity of defects, total hours worked, average number of FTEs
- C.** Amount of hours spent on rework of software coding, retesting, and on non-rework activities
- D.** Absenteeism rate, staff turnover and leave liability

Answer: B ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 234

You are the project manager for your organization. Your project team has finished the second phase of a seven-phase project. At the end of each phase, management must review the work your project team has completed and determine if the project should be allowed to continue. What name describes this type of end-of-phase review management is completing on your project?

- A. Quality control
- B. Phase review
- C. Kill point
- D. Audit

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 235

A program has a budget at completion of \$1,250,000 and has already spent \$425,000. The program is running late due to some vendor delays; the program is only 30 percent complete though it was scheduled to be 45 percent at this time. Based on this information how much more money will this program need to finish?

- A. \$978,445
- B. \$919,325
- C. \$991,667
- D. \$987,544

Answer: ([SHOW ANSWER](#))

Section: Volume A

NEW QUESTION: 236

The software development company has recently been awarded a large contract to create a new animation software program. This will require the company to move into a new office complete with production facilities twice their current size. The schedule is tight for this new project. The new facility is behind schedule with the cubicles and network wiring on pace to finish three weeks late. If this can't be done on time and will slip three weeks, the company has decided there is nothing it can do, and it will simply deal with the consequences. This is an example of what type of risk response?

- A. Transfer
- B. Mitigate
- C. Accept
- D. Avoid

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 237

You are the program manager for your organization and are working with your team to identify stakeholders in the program. Where should the identified stakeholders and their information be recorded?

- A. Stakeholder matrix
- B. Communications management plan
- C. Requirements traceability matrix
- D. Stakeholder registry

Answer: D ([LEAVE A REPLY](#))

Section: Volume C

NEW QUESTION: 238

You work as a program manager for a large construction program. Your program includes constructing hotels across the country. You collect information on the status of the program. During comparison with the original plan you find the 200 hotels have been completed as against 275 hotels planned as of today. In which program process are you working on?

- A. Manage Program Issues
- B. Monitor and Control Program Schedule
- C. Monitor and Control Project Performance
- D. Monitor and Control Program Scope

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 239

An organization initiates an innovation program to deliver exceptional performance and benefits. After the program transition plan is in place and the implementation of a benefits sustainment plan starts, the program manager discovers the program may be shut down due to lack of funding. To ensure continued funding for the program, what should the program manager do next?

- A. Complete the benefits sustainment plan and update the benefits register
- B. Review the program business case and the program's strategic alignment and long-term benefits with the program governance board
- C. Present a revised ROI to the program sponsors based on the remaining investment
- D. Conduct a cost-benefit analysis to ensure the program sponsors understand the program's long-term benefits

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 240

You are the program manager of the NHQ Program. You will need to initiate six projects for your program. When should project initiating happen within a program?

- A. Whenever the program needs to initiate projects, it may, as long as the program has not entered the closing processes of the program.
- B. With program planning
- C. With program initiation

D. With program execution

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 241

You are trying to determine if you should buy or build a solution for your program. If you build the solution it'll cost you \$45,000 to create and \$7,000 per month to support. A vendor reports that they can create the solution for you for \$1,000 but you'll have to pay them \$9,000 per month to support the solution. Should you buy or build this solution?

- A. Buy the solution if you'll use it longer than 24 months.
- B. Buy the solution if you'll use it longer than 22 months.
- C. Build the solution if you'll use it longer than 25 months.
- D. Build the solution if you'll use it longer than 22 months.

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 242

Performing quality assurance in a program can result in which one of the following?

- A. Change requests
- B. Scope fulfillment
- C. Quality management plan
- D. Quality control execution

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 243

Julie is the program manager of the NHQ Program for her organization and she believes the program is now complete. Julie is closing her program, and she's working with her program sponsor to review the program's deliverables and benefits. Janet, the program sponsor, is very pleased with the program and agrees that the program has met the program scope. What should Julie and the program sponsor do next?

- A. Sign the certificate of program closure
- B. Complete the program's budget
- C. Close the constituent projects before closing the program
- D. Release the program's resources

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 244

Hal is the program manager for his organization. He would like your organization to provide his program with 4 tons of pea gravel for a construction project in his program. Hal send you a statement of work and an IFB. What document should you provide to Hal?

- A. Proposal
- B. Bid
- C. Quote
- D. Invoice

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 245

You are the project manager of a construction project. You have to close a phase of the project. Which is the only technique (or tool) available in the Close Project or Phase process?

- A. Change control meetings
- B. Project management information system
- C. Observations
- D. Expert judgment

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 246

If a program has a budget of completion of \$550,000, is 25 percent complete, and has spent \$135,000 what is the cost variance (CV)?

- A. 1.02
- B. \$2,500
- C. .99
- D. -\$2,500

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 247

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?

- 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 ([LEAVE A REPLY](#))

Section: Volume D

Explanation/Reference:

NEW QUESTION: 248

A program has a budget at completion of \$1,250,000 and has already spent \$425,000.

The program is running late due to some vendor delays; the program is only 30 percent complete though it was scheduled to be 45 percent at this time.

Based on this information how much more money will this program need to finish?

A. \$978,445

B. \$991,667

C. \$987,544

D. \$919,325

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 249

Who makes Go/No-Go decisions during phase gate reviews?

A. Board of Project Managers

B. Program Manager

C. Program Governance board

D. Stakeholders

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 250

Your program exists within a matrix structure. Your program has eight projects that all share resources from around the organization. You are concerned that some of the project team members may be over allocated and want to create a chart that will reflect the utilization of resources. What kind of chart can show the utilization of project team members used in your program?

A. Resource network diagram

B. Resource breakdown structure

C. Resource histogram

D. Pareto chart

Answer: (SHOW ANSWER)

Section: Volume A

NEW QUESTION: 251

You are the program manager for your organization. Management would like to consider the present value for your program. If your program is predicted to be worth \$450,000 in two years what is the present value of the program if the interest rate is six percent?

- A. \$521,345
- B. \$505,620
- C. \$385,450
- D. \$400,498

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 252

You are the program manager of the NHQ Program. You are working with your program team to ensure that the work in the program is done accurately and according to scope. You are also reviewing the team inspection process that will need to be done to ensure that the work is being done according to the scope. If the work is found to be defective it will need to be corrected before the program customers can inspect the work. What process are you completing to ensure that the work is done accordingly to scope?

- A. Scope verification
- B. Planning
- C. Quality control
- D. Quality assurance

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 253

A program manager for an electronic gaming manufacturer is managing a new virtual reality program. An international trade agreement in the final stages of renegotiation will reduce supply-chain costs and delivery intervals. A materials supplier informs the program manager that when this agreement is finalized, it will shorten the product's delivery time.

What should the program manager update first?

- A. Benefits management plan
- B. Risk register
- C. Benefits register
- D. Procurement management plan

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 254

A program manager needs to establish direction and identify the essential aspects of a program. In addition, they must ensure that the context and framework of the program are properly defined, assessed, and documented.

Which document will be created to support this activity?

- A. Program management plan
- B. Program scope statement

- C. Program master schedule
- D. Program resource management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 255

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

- A. Cost
- B. Risk
- C. Communication
- D. Resource

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 256

You are the program manager for your organization. Your current program is to create a new recreational facility in your city. Franklin, the Chief Executive Officer, is concerned about meeting all of the financial and schedule requirements of the proposed program. Martina, the mayor of your town, wants to make certain the program meets all safety requirements and building codes. Your supervisor, Mary Ann, is the Program Director, and she is concerned about the start date of your program. Another stakeholder, Hal, is worried that your resources may be spread thin on the program as some of the resources are on multiple projects in your program. To whom will you report to in this program?

- A. Franklin
- B. Mary Ann
- C. Martina
- D. Hal

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 257

Gary is program manager for his organization. His current program is over budget and is slipping on the program schedule. Management has demanded a change to the program scope.

What is the most likely type of change management would make to this program scope?

- A. A change to add additional funds to the program scope

- B. A change to add additional time to the program schedule
- C. Anything that management demands
- D. A change to reduce the program scope

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 258

You are the program manager for the BHN Program. Your program has 122 stakeholders that you'll need to plan to communicate with. Considering the size of the program how many communication channels do you have in this program?

- A. 14,884
- B. 7,381
- C. 244
- D. 122

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 259

You are the program manager for your organization and are planning the program. One of the plans you need to create will define how you'll transfer the benefits of the program to the operations of your organization. Which program management plan defines this process?

- A. Program closure plan
- B. Program transition plan
- C. Benefits transfer plan
- D. Operational transfer plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 260

In your program you must adhere to Six Sigma as part of your organization's enterprise environmental factors. There is terminology, reports, and measurements that you are expected to use as part of your program. Six Sigma is an example of what program management process?

- A. Quality control
- B. Process improvement
- C. Scope verification
- D. Quality assurance

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 261

Mary Anne is the program manager for her organization. In her program there are six projects. One of the projects in her program has been performing well. It is on schedule and has no cost or schedule variances.

Mary Anne has decided, however, that her program needs to be terminated. Which one of the following is a likely reason why the project should be terminated?

- A. The project resources are not completing their project tasks as assigned.
- B. The scope is not being met as planned due to scope creep.
- C. The project scope has changed from the original intent of the project
- D. The program scope has changed.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 262

You are the program manager for your organization and you're coaching Tom, an aspiring program manager, on program management. Tom is curious about controlling communications. Which one of the following is an output of the communications control process?

- A. Stakeholder analysis charts
- B. Performance reports
- C. Communications management plan
- D. Approved change requests

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 263

You are the program manager for your organization. You have created a program that will create things for the organization throughout the program not only at program closure. All of the following are elements that you may transfer to the organization throughout the program's life cycle except for which one?

- A. Risk management outcomes
- B. Outputs from team development
- C. Benefits
- D. Program personnel

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 264

As a program manager you must also understand the project management lifecycle and the project lifecycle. What is the difference between the two?

- A. The project management lifecycle and the project lifecycle are the same thing.
- B. The project management lifecycle is unique to each project while the project lifecycle is universal to all projects.
- C. The project management lifecycle is universal to all projects and the project lifecycle is unique to each project.
- D. The project management lifecycle is comprised of the phases initiating, planning, executing, monitoring and controlling, and closing. The project lifecycle is comprised of phases that are unique to the project work.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 265

A company is evaluating the implementation of enterprise resource planning (ERP) software. The program manager performs an analysis to confirm the program's feasibility.

What other important step should the program manager complete?

- A. Identification and documentation of the initial risks for ERP software implementation
- B. Development of the program's vision statement
- C. Mapping of the financial benefits to the ERP software's functionality
- D. Review of strategic goals against any external environmental factors

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 266

A regional finance program is impacted by a new currency regulation issued by a country in the region. The new regulation requires changes to the financial statements of that country's branches by the end of the fiscal year. Failing to comply with the regulation may result in fines and/or closure of the branches. A branch general manager immediately meets with the program manager to select and secure a local fiscal expert to support the regulation, as these types of resources are in high demand. There is a high risk that the changes will not be completed on time if the resource is not secured.

What should the program manager do to address the risk?

- A. Build a coalition with local companies that can influence the government to renegotiate the imposed deadline.
- B. Create fine and closure scenarios to assess the impact on the program and create a contingency plan.
- C. Assess the risk, incorporate it in the program's risk management plan, and meet with the steering committee.
- D. Generate a delivery incentive contract with the selected fiscal expert to ensure on-time delivery of the revised financial statements.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 267

An R&D group director approves a major program's charter. Although the director has a high level of understanding of the program's scope, they are unsure of how the program manager can be successful in delivering the program's commitments.

What should the program manager do to align stakeholders with planning and monitoring the program's progress?

- A. Establish high-level program milestones
- B. Develop an accountability matrix, and assign program roles and responsibilities
- C. Generate a supplier management plan to identify external stakeholders
- D. Create a communications management plan, and establish reporting formats

Answer: A ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 268

A program manager prepares the program for review to secure funding by senior management. Which of the following must the program manager identify when creating the program charter?

- A. Process within the organization that will be needed to deliver the product
- B. Key decision makers or stakeholders in the program and their expectations and interests
- C. Assumptions incorporated into the benefits management plan
- D. Milestone dates, budget, and staff details that support it

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 269

You are the program manager for your project. You are working with the project managers regarding the procurement processes for their projects. You have ruled out one particular contract type because it is considered too risky for the program. Which one of the following contract types is usually considered to be the most dangerous for the buyer?

- A. Cost plus incentive fee
- B. Time and materials
- C. Fixed fee
- D. Cost plus percentage of costs

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 270

Which one of the following is the best definition of program quality?

- A. Working with the program team, project managers, and the project team members to ensure that the work is done accurately and correctly the first time.
- B. Balancing the time, cost, and scope objectives of the project.
- C. Satisfying the program scope, conforming to requirements, and ensuring a fitness for use.
- D. Creating the program scope statement exactly as the stakeholders have requested.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 271

What is a stakeholder analysis chart?

- A. It is a matrix that documents the stakeholders' requirements, when the requirements were created, and when the fulfillment of the requirements took place..
- B. It is a matrix that documents stakeholders' threats, perceived threats, and communication needs.
- C. It is a matrix that identifies who must communicate with whom.
- D. It is a matrix that identifies all of the stakeholders and to whom they must report to.

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 272

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 manager's attempts to reach the stakeholder via email also fail.

What should the program manager do next?

- A.** Escalate the issue to the stakeholder'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 ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 273

The program manager defines the program objectives, requirements, and develops a high-level road map.

To ensure program alignment with the enterprise strategic plan, the program manager should work with which of the following?

- A.** Project managers on the program
- B.** Program management office
- C.** Program governance board
- D.** Change control board

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 274

You are identifying stakeholders for your program to create new software for your organization. The software will affect the ordering by the customer, the manufacturing of the product, inventory, and account management. Sarah, a key stakeholder in your program, is skeptical of one application affecting so many parts of the organization. She prefers that several applications be

created instead of the approach your program will take. In stakeholder identification how would you categorize Sarah?

- A. Passive
- B. Positive
- C. Active
- D. Negative

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 275

You are the program manager for your organization. You're currently creating an accountability matrix starting with yourself, the program manager and the program sponsor. What program management process identifies the program sponsor?

- A. Pre-program setup phase
- B. Authorization of program processes and projects
- C. Initiate program process
- D. Initiation of the program management team

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

Explanation

NEW QUESTION: 276

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?

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 277

You work as a program manager for a large construction program. Your program includes constructing hotels across the country. You collect information on the status of the program. During comparison with the original plan you find the 200 hotels have been completed as against 275 hotels planned as of today. In which program process are you working on?

- A. Monitor and Control Program Schedule
- B. Monitor and Control Program Scope
- C. Monitor and Control Project Performance
- D. Manage Program Issues

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 278

Olive is the program manager for her organization. She has created a request for proposal for a large portion of her program. In this work to be procured she has set several requirements for the vendors to participate. The chief among these requirements is a vendor must have at least four licensed electricians in his team. This requirement for four licensed electricians is an example of which one of the following terms?

- A. Evaluation criteria
- B. Screening system
- C. Vendor analysis requirements
- D. Scoring model

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 279

The program manager wants to increase the team's commitment to the program objectives. The program manager should do which of the following?

- A. Work with the sponsor to identify the organization's best practices.
- B. Work with the sponsor, program stakeholders, and the program management office to identify the organization's best practices.
- C. Work with the program management office to identify the organization's best practices.
- D. Work with the program stakeholders and program management office to identify the organization's best practices.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 280

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 ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 281

Part of your job as the program manager is to coach the project managers on their duties and goals. One of the project managers, Holly, is having trouble discerning the difference between

quality assurance and quality control. She understands that she needs both to help you reach the program goals. Which statement best describes quality control for a project within your program?

- A. Quality control is a management-driven effort to plan the work properly so the work is done according to plan.
- B. Quality control is an inspection-driven process to keep mistakes out of the customers' hands.
- C. Quality control is a management-driven policy to do the work correctly the first time.
- D. Quality control is an inspection-driven process to prove the existence of the requirements.

Answer: B ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 282

You are a program manager for a large construction program. You need to ensure that the projects in the program are in accordance with the schedule. You are tracking start and finish dates for them. Which of the following processes are you on?

- A. Monitor and Control Program Performance
- B. Monitor and Control Program Schedule
- C. Report Program Performance
- D. Monitor and Control Program Scope

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 283

A program includes the development and shipping of 12 million product units over the next year. However, one program supplier has a history of overestimating its planned volume, which puts the product launch at risk.

What should the program manager do to monitor and control the supplier?

- A. Review proposal evaluation criteria, risk analyses, and mitigation strategies.
- B. Seek stakeholder approval of program procurement management activities.
- C. Examine performance reports, audits, and inspections.
- D. Use expert judgment, and update the program procurement plan.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 284

The above performance report shows the earned value (EV) analysis for a program. The program director performs a high-level analysis and must present a summary narrative to the steering committee.

Program "Eagle"	Earned Value		Planned Value		Actual Cost		Performance Index®		Schedule Performance Index	
	US\$	Days	US\$	Days	US\$	Days	US\$	Days	US\$	Days
Project A	25 million	25,000	30 million	30,000	35 million	28,000	0.71	0.89	0.83	0.83
Project B	10 million	10,000	9.5 million	9,500	8.1 million	9,000	1.23	1.11	1.05	1.05
Project C	2 million	2,000	2 million	2,000	2 million	2,000	1.00	1.00	1.00	1.00
Project D	500,000	500	250,000	250	425,000	425	1.18	1.18	2.00	2.00
TOTAL	37.5 million	37,500	41.75 million	41,750	45.525 million	39,425	0.82	0.95	0.90	0.90

What do the current findings show?

- A. The overall program is performing within an acceptable level of variance.
- B. Project A is running behind schedule and is over budget; projects B, C, and D are on schedule.
- C. Project A is running ahead of schedule and is under budget; projects B, C, and D are behind schedule.
- D. Project C is running behind schedule and is over budget; projects A, B, and D are on schedule.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 285

You are the program manager for your organization and are planning the program. One of the plans you need to create will define how you'll transfer the benefits of the program to the operations of your organization.

Which program management plan defines this process?

- A. Operational transfer plan
- B. Program transition plan
- C. Benefits transfer plan
- D. Program closure plan

Answer: B (LEAVE A REPLY)

Section: Volume A

NEW QUESTION: 286

Which of the following documents describes the details for each component in the WBS?

- A. WBS detail
- B. Risk register
- C. WBS dictionary
- D. Project charter

Answer: C (LEAVE A REPLY)

Section: Volume C

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NEW QUESTION: 287

You are the program manager for your organization and are planning the program. One of the plans you need to create will define how you'll transfer the benefits of the program to the operations of your organization.

Which program management plan defines this process?

- A. Program transition plan
- B. Operational transfer plan
- C. Benefits transfer plan
- D. Program closure plan

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 288

You are the program manager for your organization. You have proposed a program that will cost \$750,000 and will last for four years. Management is concerned with the cost of the program in relation to the return your program will bring. If the rate of return is six percent what is the minimum value your project should return in four years based on the investment of the program?

- A. \$795,000
- B. \$750,000
- C. \$946,857
- D. \$750,001

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 289

You are the program manager for your organization that utilizes vendors from several different organizations. A vendor has submitted an invoice for the work they have completed in your program. You have reviewed the work results and agree with the vendor that their contractual obligation is complete. What should you do next in regard to the vendor's invoice?

- A. Approve the payment request
- B. Complete a financial audit of the work
- C. Examine the contract
- D. Finalize the performance report

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 290

Robert is the program manager for his organization which operates in a matrix structure. Resources in Robert's program will be utilized on several projects in and out of his program. He wants to be certain that all of the resources will be planned accordingly and that the project managers communicate with one another about when the resources will be needed and utilized in the projects. What plan should Robert create along with the project managers to ensure that the resources are scheduled and managed effectively?

- A. Program management calendar
- B. Resource management plan
- C. Schedule management plan
- D. Resource calendar

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 291

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?

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 292

You are the program manager for a large program in your matrix organization. You need to define when the resources in your program will be brought into the program and then released from the program so that the project managers, operational managers, and your program team can plan accordingly. What program management plan defines when resources are needed, how the resources will be obtained, and how the resources may be released from the program?

- A. Schedule management plan
- B. Resource management plan
- C. Team management plan
- D. Procurement management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 293

Which one of the following is NOT a component of the risk monitoring and controlling process?

- A. Executing risk response plans
- B. Completing quantitative risk analysis

- C. Tracking identified risks
- D. Determining if new risks have developed

Answer: B ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 294

All of the following are benefits of a program except for which one?

- A. All projects follow the policies of the program and organization.
- B. The program manager can use the same approach in stakeholder management for all projects in the program.
- C. Projects can operate independently of one another.
- D. Resource management in a program allows resources to be shared across all projects in the program.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 295

You are the program manager for your organization and you are dealing with your program stakeholders. You are explaining to them, along with your program team, how certain activities in the program may cause delays in the schedule if the associated risk events come into play. The cost of impact of the risk events are minimal, but the schedule impacts could be bigger. The stakeholders are concerned about delaying the schedule beyond a given due date for the program. They would like you to determine if it is possible to add more labor, use a higher grade of material, or hire some consultants to ensure the risks do not occur in the program. They are not much concerned about the cost of the solution as long as the solution or identified risks do not delay the program completion. What type of risk response are your program stakeholders recommending in this situation?

- A. Avoidance
- B. Transference
- C. Workaround
- D. Mitigation

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 296

You are the program manager for a large program in your matrix organization. You need to define when the resources in your program will be brought into the program and then released from the program so that the project managers, operational managers, and your program team can plan accordingly. What program management plan defines when resources are needed, how the resources will be obtained, and how the resources may be released from the program?

- A. Procurement management plan
- B. Resource management plan
- C. Team management plan

D. Schedule management plan

Answer: ([SHOW ANSWER](#))

Section: Volume B

NEW QUESTION: 297

Your program is to construct a new condo building in Chicago. You and the project managers are working together to define the project assumptions about the program. Which one of the following is an example of an assumption for this program?

A. Weather

B. Building codes

C. A predetermined program budget

D. Deadlines for project milestones

Answer: **A** ([LEAVE A REPLY](#))

NEW QUESTION: 298

Joan is the program manager for her organization. Throughout the program life cycle there will be several elements, resources, and benefits that can be transitioned from her program to the organization. What document defines how these things can be transferred from the program to the organization?

A. Operational transfer alliance plan

B. Program milestone list

C. Program transition agreement

D. Program scope statement

Answer: **C** ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 299

A program manager takes over a global program from another program manager. Upon arriving on-site, the program manager immediately sees that stakeholders are upset, because of a lack of updates and communications about the program.

What should the program manager do first?

A. Review the stakeholder engagement plan and stakeholder matrix.

B. Review the program communications management plan and stakeholder register.

C. Notify the executive sponsor and update the program issue log.

D. Review the program governance plan and communication log.

Answer: **B** ([LEAVE A REPLY](#))

NEW QUESTION: 300

You are the program manager for your organization. Management has asked that you determine when resources, such as leased equipment, are no longer needed so that you may release the

resources to save time, money, and utilization of resources within your program. What program management process is management asking you to perform?

- A. Contract administration
- B. Resource management
- C. Resource control
- D. Procurement management

Answer: C ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 301

You are the program manager of the NHQ Program. You will need to initiate six projects for your program.

When should project initiating happen within a program?

- A. Whenever the program needs to initiate projects, it may, as long as the program has not entered the closing processes of the program.
- B. With program execution
- C. With program initiation
- D. With program planning

Answer: A ([LEAVE A REPLY](#))

Section: Volume B

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NEW QUESTION: 302

You are the program manager of the BHG Program. One of the projects in your program will be using new materials that are somewhat untested. You are worried that there may be delays and waste because the project team is unaware of how to accurately use these materials. You elect to send the people that will be using the new materials through training on how to complete their project work. You also allow them to purchase some of the materials to experiment on their use before the actual project work is to be done. You want to ensure that mistakes don't enter the project. What type of action have you provided in this scenario?

- A. This is an example of a corrective action.
- B. This is an example of team development.
- C. This is an example of a preventive action.

D. This is an example of quality assurance.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 303

Which of the following statements is the most accurate when it comes to program change requests for the program scope?

- A. The change request must not affect the schedule.
- B. The change request must not affect the overall cost.
- C. The quality of the program must not be affected by the change request.
- D. The change request must be documented.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 304

An organization initiates an innovation program to deliver exceptional performance and benefits. After the program transition plan is in place and the implementation of a benefits sustainment plan starts, the program manager discovers the program may be shut down due to lack of funding. To ensure continued funding for the program, what should the program manager do next?

- A. Complete the benefits sustainment plan and update the benefits register
- B. Conduct a cost-benefit analysis to ensure the program sponsors understand the program's long-term benefits
- C. Review the program business case and the program's strategic alignment and long-term benefits with the program governance board
- D. Present a revised ROI to the program sponsors based on the remaining investment

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 305

Mary has just completed a large program for her organization. What should Mary now do with the program records that she has created throughout the program?

- A. The program records should be archived with the program customer.
- B. The program records should be archived as part of organizational process assets.
- C. The program records should be archived with the program sponsor.
- D. The program records should be archived as part of enterprise environmental factors.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 306

Which of the following is NOT true regarding the program work breakdown structure (WBS)?

- A. It defines a program and groups the program's discrete work elements in a way that helps organize and define the total work scope of the program.
- B. It defines all the work and only the required work for the program.
- C. It subdivides the program deliverables to work packages that are linked to the activities within the program.

D. It subdivides the program deliverables to work packages that are linked to the activities within the program.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 307

What project management term would you associated with a predetermined budget you're your program?

- A.** Cost baseline
- B.** Assumption
- C.** Program governance
- D.** Constraint

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 308

The chief executive officer reminds a program manager that a program must deliver a 30% reduction in customer complaints by the end of the year. Where is this expectation documented?

- A.** Program quality standards
- B.** Benefits sustainment plan
- C.** Customer management plan
- D.** Benefits management plan

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 309

The program manager of a multinational program must reconcile data including subject matter experts' labor hour estimates, and other direct resource hour estimates. In addition, the program manager must prepare the cash flow analysis.

Which of the following should be considered to get a baseline budget?

- A.** Program payment schedules
- B.** Baseline schedule
- C.** Currency exchange rates
- D.** Component cost estimates

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 310

You are the program manager for your company and evaluating the sellers to determine the seller to buy from.

In your analysis you've created a histogram to display the pros and cons for each seller. You've created five categories of interest and assigned values to each category for each vendor. Your five categories are:

- * Cost
- * Schedule

- * Experience
- * Certification
- * Warranty

Each category has a different point value and the vendor that receives the maximum points in total will win the contract. What type of seller evaluation are you performing?

- A. Weighted scoring model
- B. Benchmarking
- C. Expert judgment
- D. Monte Carlo simulation

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 311

Ned is the program manager for his organization and he's considering some new materials for his program. He and his team have never worked with these materials before and he wants to ask the vendor for some additional information, a demon, and even some samples. What type of a document should Ned send to the vendor?

- A. RFI
- B. RFP
- C. IFB
- D. RFQ

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 312

Near the completion of a transformation program, the operations manager is concerned that their department failed to be notified in advance of the new service being transitioned into operations. They claim that their department did not approve this service, and is now unprepared and untrained to support the transformation.

What should the program manager have done first to prevent this?

- A. Drafted a training plan with assistance from the program management office (PMO) or human resource department before transitioning it to operations
- B. Added the operations manager as a key stakeholder
- C. Created a transition plan during the planning phase for the impacted operational area
- D. Ensured there was a communications management plan that included the transition to operations

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 313

An organization must accelerate a product to market. The program manager completes the preliminary program steps and holds a kick-off meeting. Project managers submit their preliminary schedules for review.

What should the program manager do next?

- A.** Integrate the project schedules into the program schedule and report the revised delivery date to the project managers.
- B.** Assign resources to the schedule and report the revised delivery date to the project managers.
- C.** Work with the project managers to refine the project schedules and deliverables to align with the program milestones.
- D.** Revise the project schedules to meet the program schedule and communicate to stakeholders.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 314

Rick is a Program Manager for a large construction program. The program contains four projects. Stakeholders have requested for some changes that will change the scope of the program. Rick needs to monitor and control program scope. He is required to analyze the change request with detailed deliverables, acceptance criterion, and the work of the program. Which of the following documents will help him for this?

- A.** Program charter
- B.** Project charter
- C.** Program scope statement
- D.** Program performance report

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 315

You are the program manager for your company and evaluating the sellers to determine the seller to buy from. In your analysis you've created a histogram to display the pros and cons for each seller. You've created five categories of interest and assigned values to each category for each vendor. Your five categories are:

- Cost
- Schedule
- Experience
- Certification
- Warranty

Each category has a different point value and the vendor that receives the maximum points in total will win the contract. What type of seller evaluation are you performing?

- A.** Monte Carlo simulation
- B.** Expert judgment
- C.** Weighted scoring model
- D.** Benchmarking

Answer: **C** ([LEAVE A REPLY](#))

NEW QUESTION: 316

A program manager for the construction of a ship reviews the program management plan with a shipyard representative. The shipyard representative indicates that while 65 percent progress was anticipated, only 60 percent has been achieved.

What should the program manager do to ensure benefits realization?

- A.** Conduct a program performance analysis based upon the deviation, and update the program business case to reflect the schedule delay.
- B.** Update the program schedule, and escalate the issue to the program management office (PMO) to accelerate shipyard work.
- C.** Inform the program sponsor and the steering committee of the delay, and validate the program business case.
- D.** Analyze the impact of the delay, review risks identify any corrective actions, and update the benefits management plan.

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 317

You are the program manager for your program and are creating a communications management plan. Management wants you to address the type of communications based on the number of communication channels you'll have within the program. Currently there are 345 stakeholders in your program but next week you'll have 387 stakeholders. How many more communication channels will you have next week in your program?

- A.** 59,340
- B.** 74,691
- C.** 861
- D.** 15,351

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 318

You are the program manager for your organization. You have created a program that will create things for the organization throughout the program not only at program closure. All of the following are elements that you may transfer to the organization throughout the program's life cycle except for which one?

- A.** Outputs from team development

- B. Risk management outcomes
- C. Benefits
- D. Program personnel

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 319

You are the program manager for your organization. You and your program team have been creating and transferring the program benefits to operations as feasible in your program execution. The process of delivering the program's benefits describes what process in program management?

- A. Quality control
- B. Direct and manage program execution
- C. Quality assurance
- D. Benefits management

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 320

A program is in its execution phase when a component project manager suggests a potential change that could increase the financial benefit of the program. The program manager is hesitant to submit a change request, as it would extend the program schedule and require a scope change.

To whom should the change request be presented?

- A. The program governance board
- B. The program customer
- C. The program management office (PMO)
- D. The project governance board

Answer: ([SHOW ANSWER](#)**)**

Section: Volume D

NEW QUESTION: 321

You are the program manager of the GHY Program in your organization. It has come to your attention that some of the project managers in your program are adding time to each project activity in an effort to pad their durations in case some event happens in their project that will cause delays. What principle should you share with these project managers that counterattack the concept of padding activities with additional time?

- A. Parkinson's Law
- B. Law of Diminishing Returns
- C. 80/20 Law
- D. Pareto's Law

Answer: A ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 322

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 manager's attempts to reach the stakeholder via email also fail.

What should the program manager do next?

- A. Escalate the issue to the stakeholder'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 ([LEAVE A REPLY](#))

Explanation

Section: Volume D

NEW QUESTION: 323

You are the program manager of the GHY Program in your organization. It has come to your attention that some of the project managers in your program are adding time to each project activity in an effort to pad their durations in case some event happens in their project that will cause delays. What principle should you share with these project managers that counterattack the concept of padding activities with additional time?

- A. Parkinson's Law
- B. Law of Diminishing Returns
- C. 80/20 Law
- D. Pareto's Law

Answer: (SHOW ANSWER)

Section: Volume A

Explanation/Reference:

NEW QUESTION: 324

A small, regional utility closes a customer rewards program and transitions it to operations. The executive sponsor and program manager are concerned about the impact on benefits realization. The program manager assures the executive sponsor that any corrective actions will be included in the next phase.

What should the program manager do to ensure a successful transition?

- A. Ask each project manager to consolidate and file all program documentation in the corporate archives.

- B. Obtain all project manager's contact information, and then have them reassigned back to their functional managers.
- C. Ask the program's business analyst to collect all project information and create a report.
- D. Ensure that all program documents, including lessons learned, are archived in the knowledge repository.

Answer: D ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 325

A program has a BAC of \$1,750,000 and is expected to last two years. The program is currently at the third milestone which represents 35 percent of the program work. As it happens, this program has already spent \$620,000 of the budget. Management is concerned that the program may also be slipping on schedule because the program should be forty percent complete by this time.

Based on this information which type of performing is present in this scenario?

- A. Cost, because the program has an estimate to complete of \$1,151,429.
- B. Cost, because the program has a cost variance of -7,500
- C. Schedule, because the program's planned value is only \$700,000.
- D. Schedule, because the program has a schedule performance index of .88.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 326

You are the program manager for your organization. As your program is being initiated there is some initial concern from the management about the utilization of resources in your program and the need for resources in their day-to-day roles in operations. Management has set a limit on your program that resources may only work 20 hours per week on the program.

What is this limit of resource hours in a time period known as?

- A. Resource utilization
- B. Program risk
- C. Resource leveling heuristic
- D. Resource requirements

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 327

Which project management meeting allows stakeholders to meet one another and to learn about the project?

- A. Project scope review
- B. Project authorization meeting
- C. Project status meeting
- D. Project kick-off meeting

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 328

You are the program manager of HYH Program for your organization. Your program is to create a new sports arena for your city within 12 months. Your program has seven projects and you've worked with all of the project managers before. Even though you've worked with the project managers before you still need to define the authority of the project managers and their projects. What document names the project manager for the project?

- A. Project scope statement
- B. Project charter for each project
- C. Program human resource management plan
- D. Program management charter

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 329

Program manager B leaves the program and program manager A takes over the program responsibilities. Program manager A wants to ensure that all expected benefits of the program are realized.

What is used to assess the program cost/benefit justification?

- A. Program charter
- B. Program scope statement
- C. Program business case
- D. Benefits management plan

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 330

A project you have been managing is falling behind schedule. You have received approval to crash the project by adding an additional programmer. The cost you have negotiated is \$60 US per hour. The programmer will work on the project until it is complete, then the contract will end. What type of contract is this?

- A. Cost-plus
- B. Time and materials
- C. Fixed-price
- D. Purchase order

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 331

The project managers for component projects A and B schedule the same resource to perform tasks during the same timeframe, resulting in an over-allocation. The program manager reviews the program resource management plan, determines that project A can wait until the resource becomes available, and assigns the resource to project B.

This is an example of which of the following?

- A. Program risk mitigation
- B. Program resource management planning
- C. Project resource planning
- D. Resource interdependency management

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 332

Julie is the program manager of the NHQ Program for her organization and she believes the program is now complete. Julie is closing her program, and she's working with her program sponsor to review the program's deliverables and benefits. Janet, the program sponsor, is very pleased with the program and agrees that the program has met the program scope. What should Julie and the program sponsor do next?

- A. Close the constituent projects before closing the program
- B. Complete the program's budget
- C. Sign the certificate of program closure
- D. Release the program's resources

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 333

You are the program manager for a construction program. In this program you are requiring that all workers adhere to the identified safety requirements. Some of the work in the program you've decided is too risky for the program team members so you've hired specialists to manage the dangerous work. The outsourcing of the dangerous work to a specialist is what type of risk response?

- A. Avoidance
- B. Mitigation
- C. Transference
- D. Enhancing

Answer: C ([LEAVE A REPLY](#))

Section: Volume B

NEW QUESTION: 334

A company is building a global monitoring network in 40 countries. The program completes the planning phase and a review is conducted of the program components' strategic alignment with the intended program and company goals. The review identifies issues that should be resolved to improve program progress. One of the issues identified is the lack of incorporation of both software and configuration management tools.

Which of the following must be addressed?

- A. Program performance monitoring and controlling
- B. Program management information system (PMIS)
- C. Program delivery management
- D. Program roadmap

Answer: ([SHOW ANSWER](#))

Section: Volume D

NEW QUESTION: 335

You are a program manager for your organization. You have proposed a program to the management that will last four years and will cost \$35 million to create. Management has asked to see the program charter and the proposed costs and benefits of the program.

Management agrees to your program charter and proposed to fund the program in increments at the completion of each milestone. What type of funding does management proposed for this program?

- A. Phase gate estimating
- B. Step funding
- C. Milestone approval
- D. Tentative

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 336

The database project is approximately 85% complete. The project has had its challenges. As of the last status report, the project appears to be on track regarding cost, schedule and scope. Senior management lets you know that the sponsor has some very serious concerns about the project. You don't understand why, based on the last status report. What would be the best action to take first?

- A. Meet with the sponsor to determine the sponsor's concerns
- B. Tell senior management that the project is in good shape
- C. Ignore senior management because the project is in good shape
- D. Evaluate the schedule and budget to verify the triple constraint health of the project

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 337

You are the program manager of the NQA Program. In this program you're planning which contract types you'll allow into the program and which ones you will not. One contract type you won't accept is the cost plus percentage of cost contract. Which of the following is a valid reason you would not allow this contract type into your program?

- A. The contract type requires the vendor to provide a fee for the time invested and the materials used.
- B. The contract type allows the vendor to change the price of the work he's completed.
- C. The contract type allows is the most dangerous for the buyer.
- D. The contract type requires the vendor to provide a fixed price for the work.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 338

A program experiences issues during execution. The stakeholders are concerned and the program manager feels pressure to act on these issues.

What tool should be used to trigger a planned response when receiving lower than expected results?

- A. Benefits management plan
- B. Key performance indicators
- C. Communications management plan
- D. Ishikawa diagram

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 339

The program charter for a new, five-component program has been approved.

What should the program manager use to communicate the program's intended direction and the linkage between organizational strategies and planned work?

- A. Program roadmap
- B. Program charter
- C. Program business case
- D. Program management plan

Answer: C ([LEAVE A REPLY](#))

Section: Volume D

NEW QUESTION: 340

You are the program manager of the NHQ Program for your organization. Your program has 14 constituent projects that are all creating benefits and deliverables for your program. You have recently terminated the GHW Project in your program because you've made trade-offs with other program projects and the deliverables of the GHW Project are no longer affordable. What project management activity should happen in the GHW Project?

- A. Quality audit
- B. Scope verification

- C. Scope control
- D. Financial audit

Answer: B ([LEAVE A REPLY](#))

Section: Volume A

NEW QUESTION: 341

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. Monitoring reduces the impact of risk by identifying, analyzing, reporting, and managing risks on a continuous basis.
- C. It is the process of selecting the most suitable response to reduce the threats to the program objectives.
- D. Planned risk responses should be continuously monitored for new and changing risks.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 342

The new performance financial system is delivered to all business entities on time following a one-year implementation program. After six months of utilization the global finance department, one of the main beneficiaries of the program, determines that quality and level of granularity of the financial data is not sufficient for them to analyze the key performance indicators (KPIs) defined. Additionally, the global finance department is missing the analytical tools required to understand the causes of discrepancies.

To address these shortcomings, the global finance department submits a request for a follow-up initiative through the process defined by which of the following documents?

- A. Benefits realization report
- B. Benefits sustainment plan
- C. Benefits governance plan
- D. Benefits transition plan

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 343

Which of the following documents contain a list of all problems, unfavorable events, or situations that occurred so far in the program?

- A. Program issue register
- B. Program risk register
- C. Program charter
- D. Program scope statement

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 344

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. Governance plan
- B. Program scope statement
- C. Stakeholder register
- D. Organizational chart

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 345

What component of the change management system is responsible for evaluating, testing, and documenting changes created to the project scope?

- A. Integrated Change Control
- B. Project Management Information System
- C. Scope Verification
- D. Configuration Management System

Answer: ([SHOW ANSWER](#)**)**

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