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Question 1

Question Type: MultipleChoice

An initiative involves the development of new technology and leverages existing technologies. It is determined critical by the program governance board and the program sponsor that a comprehensive risk management plan be put in place.

In what phase is the risk management plan created?

Options:

- A- Program definition
- B- Program execution management
- C- Program delivery
- D- Program risk management planning

Answer:

D

Question 2

Question Type: MultipleChoice

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?

Options:

- 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:

C

Question 3

Question Type: MultipleChoice

During program execution, a program manager receives feedback from an executive sponsor that some program stakeholders may not understand the intended benefits of the program.

Which will provide the greatest value to clarify stakeholder perceptions?

Options:

- A- Performing a stakeholder analysis
- B- Updating the stakeholder communications requirements
- C- Redistributing the benefits management plan
- D- Redistributing the program charter

Answer:

B

Question 4

Question Type: MultipleChoice

A program completes all component projects and all identified benefits are being delivered. However, the program sponsor is concerned that long-term benefits may not meet organizational performance parameters.

To ensure the realization of long-term benefits, what should the program manager use?

Options:

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

Answer:

A

Question 5

Question Type: MultipleChoice

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?

Options:

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

Answer:

C

Question 6

Question Type: MultipleChoice

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

Options:

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

Answer:

B

Question 7

Question Type: MultipleChoice

A critical program for a company fails to deliver its intended benefits. The CEO and program sponsor are both held accountable and, ultimately, their employment is terminated by the board of directors.

What should the program manager do before formally closing the program?

Options:

- A- Update the benefits register.
- B- Establish a program management information system (PMIS).
- C- Share lessons learned with all program team members.
- D- Transfer all program documentation to the deputy program manager.

Answer:

C

Question 8

Question Type: MultipleChoice

A program governance board mandates that phase gate reviews must be held so each component project can be reviewed and individually authorized to proceed to the next phase. Tracking and reporting of actual benefits realized is one part of the review.

What is the other part of the review?

Options:

- A- Tracking and reporting on benefits management plan
- B- Identifying factors influencing delivery of benefits
- C- Demonstrating that other stage gate requirements have been met
- D- Gathering additional stakeholders' requirements

Answer:

B

Question 9

Question Type: MultipleChoice

During the last steering committee meeting, a program manager presented the benefits register to the program governance board. Since the intended benefits of the program were realized, the program manager was asked to transition the program into operations.

At this stage, what is expected during the post-review session organized by the program manager?

Options:

- A- Earned value (EV) report
- B- Customer sign-off
- C- Benefits register updates
- D- Feedback and lessons learned

Answer:

D

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