

## Pass Your Exam With 100% Verified PgMP Exam Questions [Q246-Q266]



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PgMP Dumps PDF - PgMP Real Exam Questions Answers

The PgMP exam issued by PMI is one of the most demanded exams that help program managers make the organization's strategic goals successful in the long run. Passing this exam awards you the PgMP certification, that gives you an advantage in employment and promotional opportunities over your counterparts.

The PgMP certified employee is experienced enough in grouping many associated projects to achieve stellar results that could be unrealized if the projects were carried out individually.

After many years of advancement in your career as a project manager, getting certified by PgMP avails you the ability gained from experience in overseeing multiple related projects and formulating decisions that advance strategic and business goals.

To be eligible for the PgMP certification exam, candidates must have at least four years of experience in program management, and must have managed at least two or more projects that were part of a program. Additionally, candidates must have a bachelor's degree or higher, or a secondary degree (high school diploma, associate's degree or equivalent) along with at least four years of project management experience. The exam itself consists of 170 multiple-choice questions, and takes four hours to complete.

The benefits of obtaining a PgMP certification are numerous. The PgMP certification demonstrates a program manager's ability to deliver complex programs that align with organizational strategy and goals. The certification also demonstrates a program manager's commitment to ongoing professional development and staying up-to-date with industry best practices. Additionally, the PgMP certification can lead to higher salaries, increased job opportunities, and greater recognition within the program management community.

#### QUESTION 246

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?

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

Section: Volume D

#### QUESTION 247

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?

- \* Risk management plan
- \* Program management plan
- \* Personnel records
- \* Training records

#### QUESTION 248

What is the present value of a program that will be worth \$3,567,000 if it lasts for six years and the rate of return is five percent?

- \* \$1,550,850
- \* \$3,532,000
- \* \$2,502,750
- \* \$2,661,750

#### QUESTION 249

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?

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

### QUESTION 250

An organization supports both programs and projects for various industries. What is a portfolio?

- \* A portfolio is the total amount of funds that have been invested in programs, projects, and operations.
- \* A portfolio describes all of the monies that are invested in the organization.
- \* A portfolio describes the organization of related projects, programs, and operations.
- \* A portfolio describes any project or program within one industry or application area.

Section: Volume A

### QUESTION 251

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?

- \* Weather
- \* Deadlines for project milestones
- \* A predetermined program budget
- \* Building codes

### QUESTION 252

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?

- \* 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.
- \* 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.
- \* 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.
- \* 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.

### QUESTION 253

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 change to add additional funds to the program scope
- \* A change to reduce the program scope
- \* Anything that management demands
- \* A change to add additional time to the program schedule

Section: Volume B

### QUESTION 254

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

- \* Customer
- \* Project management team
- \* Project Manager
- \* Chief Financial Officer (CFO)

### QUESTION 255

You have created a control chart for a repeatable process in your program. You have discovered that the seven most recent measurements are all on the positive side of the mean in your control chart. What is this phenomenon called?

- \* Rule of Improvement
- \* Mean Improvement
- \* Rule of Seven
- \* Low-Riding Mean

### QUESTION 256

There are five stages of team development. At which stage are there likely to be disagreements and struggle for roles in the program team?

- \* Adjourning
- \* Forming
- \* Confronting
- \* Storming

### QUESTION 257

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

- \* Risk management plan
- \* Project management plan
- \* Risk register
- \* Project charter

### QUESTION 258

You are the program manager for your organization and are working with Tracy, one of the project managers in your program. Tracy is having some trouble understanding the concept of the critical path in her project's network diagram. Which one of the following is the best definition of the critical path?

- \* It is the path that carries the most risk of project failure.
- \* It is the path that reveals the earliest date the project can finish.
- \* It is the path with the most important activities in the project.
- \* It is the duration of all the project activities if the labor is summed.

### QUESTION 259

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?

- \* \$978,445
- \* \$919,325
- \* \$991,667
- \* \$987,544

### QUESTION 260

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)?

- \* .99
- \* -\$2,500
- \* \$2,500
- \* 1.02

### QUESTION 261

A program manager initiates a new global program to create a higher level of protection for a company's intellectual property. The company exhibits a relaxed culture and environment, and is intolerant of processes to the point of being considered process-adverse. However, the company's culture is tolerant of long-term program activities, provided there is continuous progress on improving the protection of its intellectual property. Expectations for rapid progress are low.

What should the program manager do next?

- \* Tailor program sponsor and stakeholder engagement and communications activities to meet the company's expectations
- \* Insist on maintaining a set of tightly controlled stakeholder register and engagement plan documents to meet expectations
- \* Provide detailed information to the most influential program sponsors and stakeholders
- \* Ensure that the component stakeholders have the appropriate level of communications required to meet their needs

### QUESTION 262

Stakeholders ask the program manager to assess reasons for the project's delay and provide a report. Also, the program manager must identify steps to be taken to ensure the program will finish on time and within budget.

The program manager distributes information in accordance with which of the following?

- \* Stakeholder engagement plan
- \* Program governance charter
- \* Schedule management plan
- \* Communications management plan

Section: Volume D

### QUESTION 263

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?

- \* Quality control
- \* Scope verification

- \* Quality assurance
- \* Planning

#### QUESTION 264

You are coaching Tammy, a project manager in your program, on the benefits of program management. She is stumped as to why you would create a program so you're sharing with her all the difference benefits of a program. Which one of the following is a benefit of creating a program?

- \* Programs always cost less than multiple projects in an organization.
- \* Project management is centralized to the program manager.
- \* Programs provide centralized risk management.
- \* Program management makes communication easier among the project managers and project team.

#### QUESTION 265

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?

- \* Monitor and Control Program Performance
- \* Monitor and Control Program Scope
- \* Report Program Performance
- \* Monitor and Control Program Schedule

#### QUESTION 266

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?

- \* \$821,065
- \* .86
- \* 1.05
- \* .89

Section: Volume B

Explanation/Reference:

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