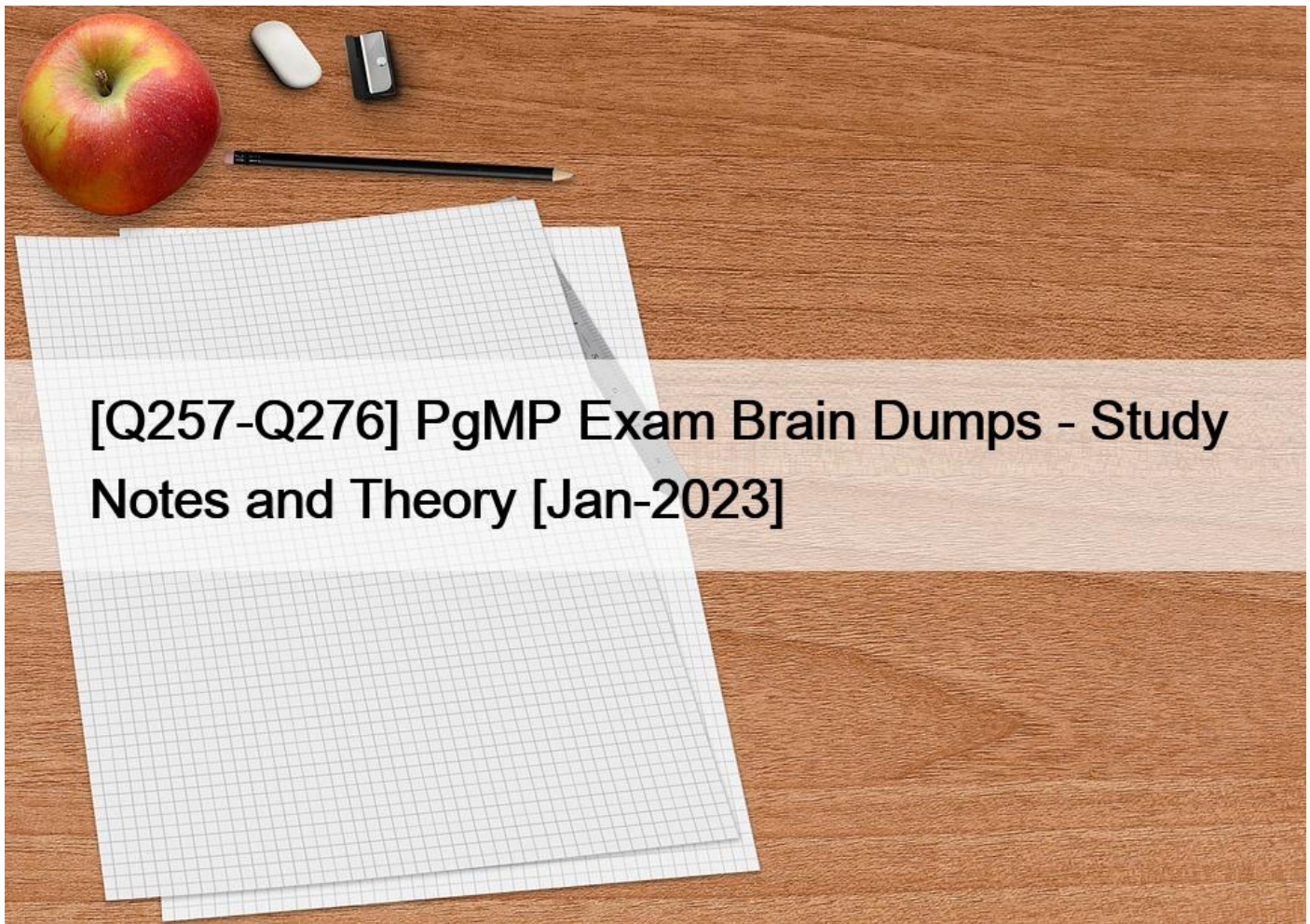


[Q257-Q276 PgMP Exam Brain Dumps - Study Notes and Theory [Jan-2023]



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NEW QUESTION 257

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

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

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

them to closure.

Section: Volume D

NEW QUESTION 258

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?

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

NEW QUESTION 259

Your program has 121 stakeholders that you 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 also need which one of the following as an input to the information distribution process in your program?

- * Change requests
- * Earned value management results
- * Stakeholder analysis plan
- * Performance reports

Section: Volume A

NEW QUESTION 260

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?

- * Tentative
- * Step funding
- * Milestone approval
- * Phase gate estimating

Section: Volume A

NEW QUESTION 261

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?

- * Program governance plan
- * Program requirements
- * Component test plan and test cases
- * Program quality management plan

NEW QUESTION 262

Mike is the program manager of the NHQ Program. Mike and a vendor are in disagreement over the deliverable the vendor has created for Mike's program. Mike does not believe the vendor has correctly created the deliverable, while the vendor is adamant that his company has indeed completed the contract.

Both parties have documented their stance in the debate.

This is an example of what?

- * Breach of contract
- * Issue
- * Risk
- * Claim

NEW QUESTION 263

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?

- * Quality control is a management-driven effort to plan the work properly so the work is done according to plan.
- * Quality control is an inspection-driven process to keep mistakes out of the customers' hands.
- * Quality control is a management-driven policy to do the work correctly the first time.
- * Quality control is an inspection-driven process to prove the existence of the requirements.

NEW QUESTION 264

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

NEW QUESTION 265

Program management has several themes that the program manager must be aware of.

Which one of the following is not a program management theme?

- * Benefit management
- * Stakeholder management
- * Program governance
- * Organizational planning

Section: Volume B

NEW QUESTION 266

A program with objectives that impact a large segment of the population receives negative commentary from organizations

representing the public interest.

What action should the program manager take first?

- * Rework the stakeholder engagement plan to foster better relationships with the affected stakeholder groups.
- * Review the stakeholder register to determine the ability of the affected stakeholder group(s) to affect program outcomes.
- * Assess the risk of sustained negative media coverage.
- * Discuss the issues with the governance board to determine next steps.

NEW QUESTION 267

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?

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

Section: Volume C

NEW QUESTION 268

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?

- * Quality control
- * Process improvement
- * Scope verification
- * Quality assurance

NEW QUESTION 269

Complete the following phrase about quality management: Quality is ____ into a program, not ____ into a program.

- * Built, inspected
- * Planned, inspected
- * Planned, controlled
- * Executed, controlled

NEW QUESTION 270

A program manager at a pharmaceutical company plans a new drug development effort. The development is slated to yield three drug variants. The program manager articulates the program scope boundaries.

Which of the following deliverables captures these items?

- * Program scope management plan
- * Program governance plan
- * Program scope statement
- * Program work breakdown structure

NEW QUESTION 271

In preparation for the development and submission of the program master schedule to a client, the program manager meets with the

component project manager and master program scheduler to discuss the work breakdown structure (WBS). During the meeting, the master scheduler indicates that the master program schedule should include which of the following?

- * Program benefits and all component project activities
- * Component resources and their activity assignment/responsibility metrics
- * Program-level activities and integrated component projects
- * Program activities, component activities, and all other work

NEW QUESTION 272

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?

- * Audit reports
- * Program management plan
- * Program performance reports
- * Program issues register updates

Section: Volume C

NEW QUESTION 273

You are the program manager of a new program in your organization. This program will last for one year and your program team will work full-time on the effort. The nature of the work requires that the program team work closely together for the next year, but many of the program team members have never met one another. You decide to take the team on an outing where they can work together through challenges, learn teamwork, and get to know one another. This is an example of what process?

- * Cost of quality
- * Storming
- * Forming
- * Team development

NEW QUESTION 274

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?

- * Program governance
- * Project management assets
- * Enterprise environmental factors
- * Organizational process assets

Section: Volume B

Explanation

NEW QUESTION 275

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

- * Structure of the program management team
- * Program requirements for resource competency levels
- * Metrics and qualifications for program acceptance
- * Location of the program work

NEW QUESTION 276

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?

- * Delphi Technique
- * Focus groups
- * Web surveys
- * Workshops

Section: Volume A

PgMP Exam Details

Before starting the test, you have a tutorial, followed by a survey. These surveys can take up to 15 minutes to complete, but it is optional to take them.

The given time for the PgMP center-based exam is four hours, and candidates are to complete 170 multiple-choice items within that time frame. Note, that 20 questions out of the 170 questions are pretest questions and the questions are placed randomly. Pre-test questions do not affect a candidate's score, but they are effective ways to improve future exam questions.

As for the price for the PgMP certification, it depends on your status as a Project Management Institute (PMI) member. PMI members are required to pay \$800 for center-based testing (CBT), while non-members are required to pay \$1,000.

If the exam is to be retaken, PMI members pay \$600, while non-members pay \$800 for re-exam CBT.

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