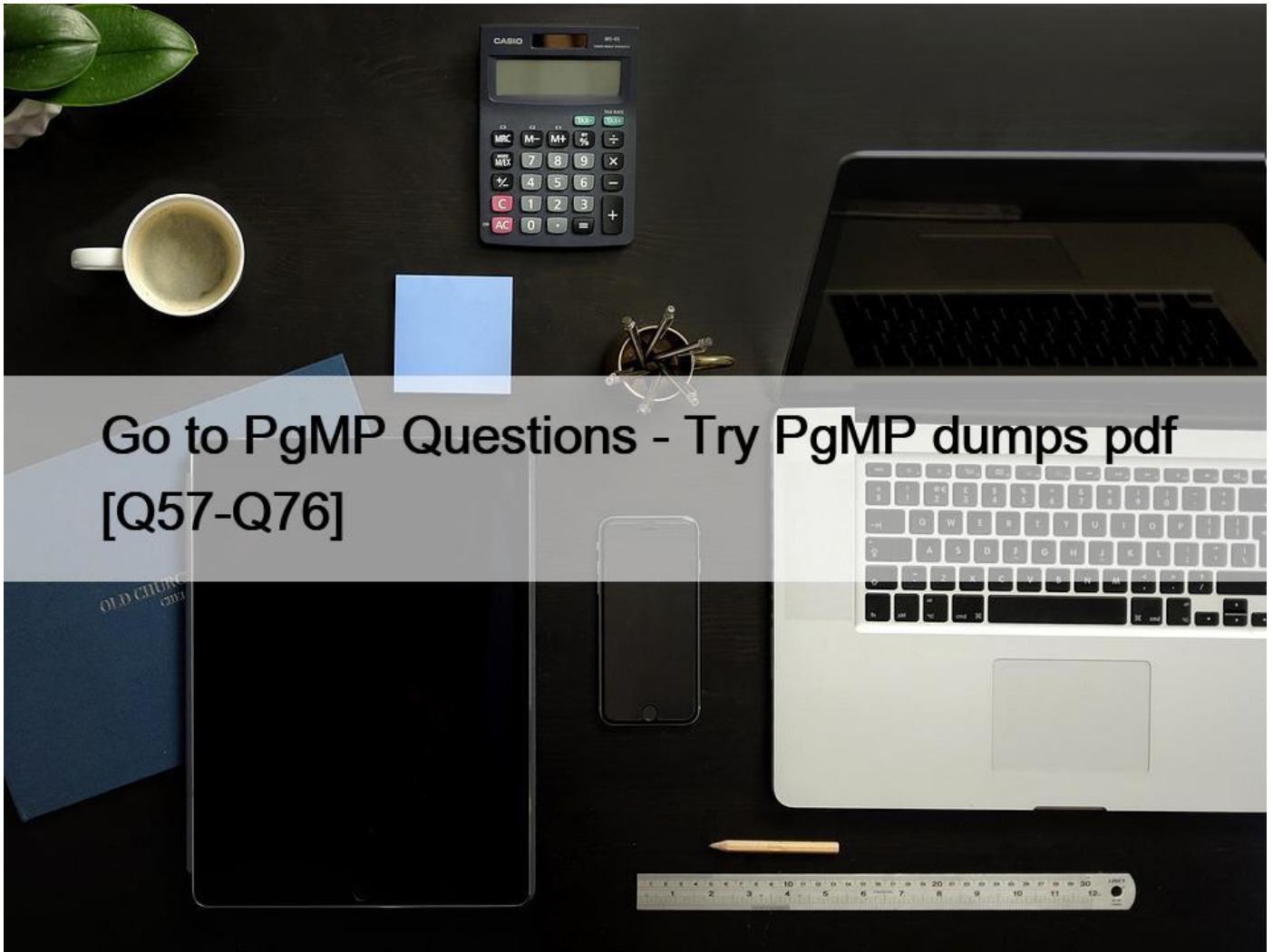


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### NEW QUESTION 57

An organization requests that a junior project manager, with no previous experience or training in the industry, take over a complex program component. The program component involves senior subject matter experts and has dependencies with other large projects to deliver key benefits to the organization.

How should the junior project manager respond to this request?

- \* Accept the assignment, identify the skill gaps, and request training.
- \* Reject the assignment, because of the ethical requirement not to accept work for which the project manager is not qualified.
- \* Accept the assignment as a challenge and an opportunity to acquire new skills and seek advice from a senior project manager.
- \* Reject the assignment because of fear of failure and resulting negative career impact.

Section: Volume D

### NEW QUESTION 58

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?

- \* Avoidance
- \* Mitigation
- \* Transference
- \* Workaround

Section: Volume C

### NEW QUESTION 59

You are the program manager for your organization. You have created a statement of work, request for proposal, and an invitation to a bidder's conference for 17 possible vendors. During the conference there were questions about your request for proposal and statement of work that led to clarifications. After the vendor conference you should update what information to send back to the vendors?

- \* Request for bid documents
- \* Proposals
- \* Statement of work
- \* Program management plan

Section: Volume A

### NEW QUESTION 60

Where are negative risks recorded?

- \* Negative risk register
- \* Risk management plan
- \* Risk register
- \* Issues log

### NEW QUESTION 61

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?

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

### NEW QUESTION 62

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

- \* Staff members

- \* Contracts
- \* Quality
- \* Equipment

### NEW QUESTION 63

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

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

Section: Volume A

Explanation

### NEW QUESTION 64

You are the program manager for your organization and working to create the program statement of work for approval by the program director. All of the following information is defined in the program statement of work except for which one?

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

### NEW QUESTION 65

The program manager must define the program and understand the organization's target market and customer needs. What should the program manager do first?

- \* Brainstorm with the program team to decide on the definitions of the target market.
- \* Meet with peers to identify the company's competitors in the target market.
- \* Meet with the project managers to identify the target market.
- \* Work with the program sponsor to assess the needs of the target market.

### NEW QUESTION 66

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?

- \* Avoidance
- \* Mitigation
- \* Transference
- \* Workaround

### NEW QUESTION 67

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

Section: Volume D

### NEW QUESTION 68

A municipal agency manages a city's water and wastewater infrastructure. Its six-year capital improvement program (CIP) is approximately US\$4 billion, and is used for such things as improving aging infrastructure, addressing regulatory requirements, and upgrading facilities. The mayor and key stakeholders are concerned because of yearly rate increases for residents. After receiving proposals from program managers for this key program, which is half of the current CIP, a program management team is hired and receives an approved business case.

What should the project manager do next?

- \* Discuss the program change and its challenges.
- \* Create a program management plan.
- \* Conduct a program performance analysis.
- \* Develop a program charter.

Section: Volume D

### NEW QUESTION 69

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?

- \* 59,340
- \* 15,351
- \* 861
- \* 74,691

### NEW QUESTION 70

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

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

### NEW QUESTION 71

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?

- \* Program resource management plan
- \* Program management plan
- \* Program master schedule
- \* Program scope statement

Section: Volume D

### NEW QUESTION 72

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?

- \* Ask the finance department to increase the program budget
- \* Escalate the issue to the program governance board
- \* Ask key stakeholders to influence the program sponsor
- \* Direct component project managers to archive all relevant project documents

Section: Volume D

### NEW QUESTION 73

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 risk 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?

- \* Transference
- \* Mitigation
- \* Avoidance
- \* Sharing

Section: Volume A

Explanation

### NEW QUESTION 74

What analysis type could you use in a program to compare the positive stakeholders and their position, power, and influence over your program to the same variable components of the negative stakeholders in your program?

- \* Sensitivity analysis
- \* Stakeholder analysis
- \* Monte Carlo simulation
- \* Force field analysis

Section: Volume A

### NEW QUESTION 75

What is a stakeholder analysis chart?

- \* It is a matrix that identifies who must communicate with whom.
- \* It is a matrix that documents the stakeholders' requirements, when the requirements were created, and when the fulfillment of the requirements took place.
- \* It is a matrix that documents stakeholders' threats, perceived threats, and communication needs.

\* It is a matrix that identifies all of the stakeholders and to whom they must report to.

Section: Volume B

### **NEW QUESTION 76**

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

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