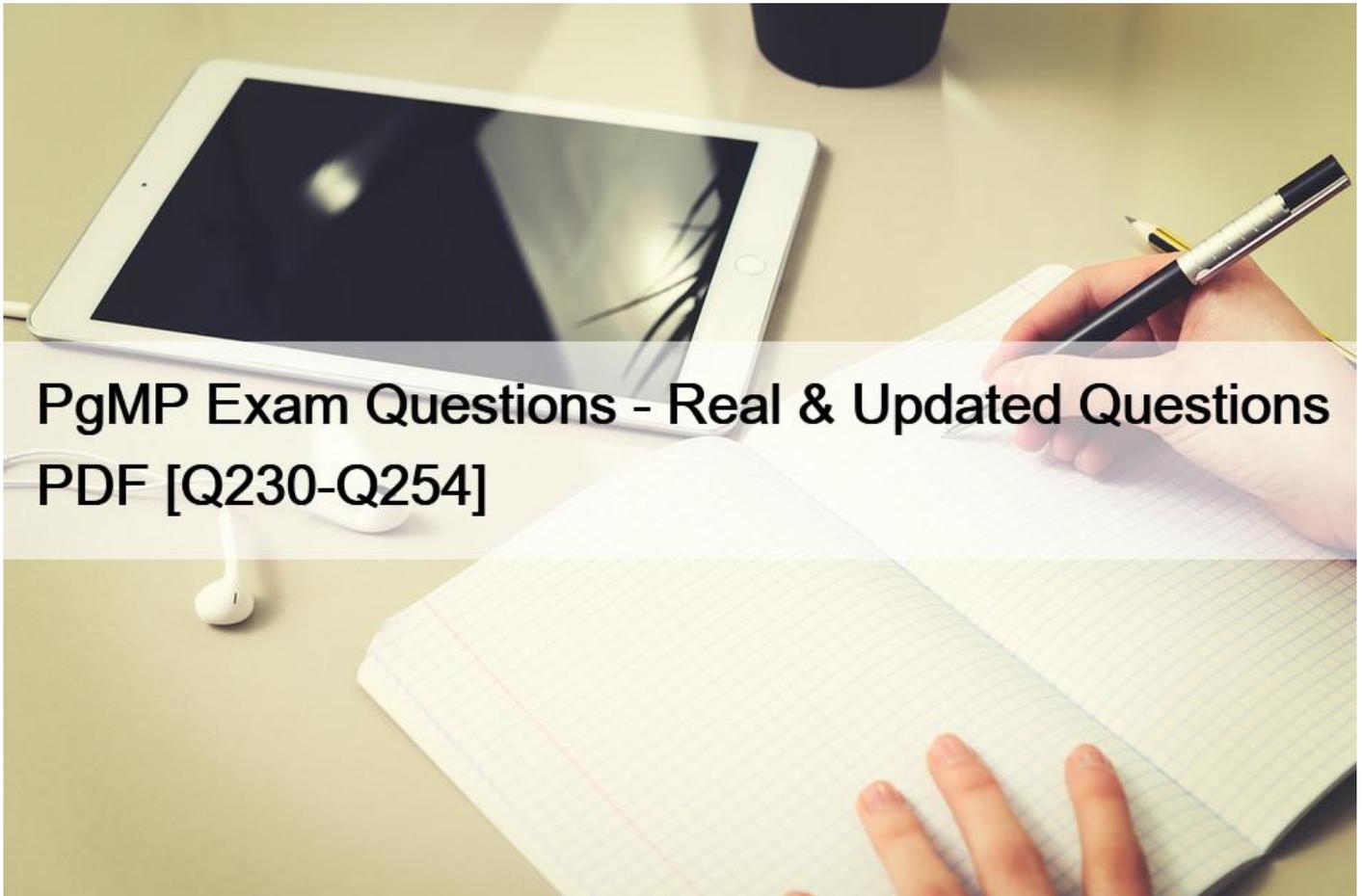


## PgMP Exam Questions - Real & Updated Questions PDF [Q230-Q254]



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### NEW QUESTION 230

\_\_\_\_\_ is the degree to which a set of inherent characteristics fulfills requirements.

- \* Scope
- \* Project phase
- \* Regulation
- \* Quality

### NEW QUESTION 231

After program closure, the lessons learned document becomes the part of \_\_\_\_\_?

- \* The risk register
- \* The company's organizational process assets
- \* The program's performance record
- \* The program charter

### NEW QUESTION 232

Holly is the program manager for her program. She is creating with her team a plan that will address how the program team will achieve program goals based on who the program will need to interact with in the program.

This plan should define all of the people, groups, and other entities the program needs to interact with in order to move the program forward. On what plan is Holly working?

- \* Stakeholder management plan
- \* Communications management plan
- \* Human resource management plan
- \* Interface management plan

Section: Volume B

### NEW QUESTION 233

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?

- \* Proposal
- \* RFP
- \* Bid
- \* Quote

### NEW QUESTION 234

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?

- \* Pre-program setup phase
- \* Authorization of program processes and projects
- \* Initiate program process
- \* Initiation of the program management team

Section: Volume A

Explanation

### NEW QUESTION 235

One of the constituent project managers asks a new program manager to obtain approval for an additional key project requirement. A tolerance range is set.

If the tolerance range is too narrow on a program, what effect will multiple minor changes have on the program?

- \* Reduction in program quality
- \* Degradation of program communications
- \* Reduction in program risk
- \* Slow down in program implementation

Section: Volume D

### NEW QUESTION 236

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?

- \* EV/AC
- \* EV/PV
- \* BAC/CPI
- \* EAC-AC

Section: Volume A

### NEW QUESTION 237

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

- \* Component analysis
- \* Expert judgment
- \* Review meetings
- \* Capacity planning

### NEW QUESTION 238

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?

- \* Project charter
- \* Program charter
- \* Program scope statement
- \* Project preliminary scope statement

Section: Volume A

Explanation/Reference:

### NEW QUESTION 239

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?

- \* \$750,000
- \* \$795,000
- \* \$750,001
- \* \$946,857

### NEW QUESTION 240

You are the program manager for your company and are monitoring and controlling several aspects of your program. You want to make certain that you're including all areas that need to be monitored and controlled. Which one of the following is not something you'll have to monitor and control as a program manager?

- \* Materials required by the program
- \* Equipment your program uses
- \* Susan the application developer in your program
- \* Stakeholder identification

### NEW QUESTION 241

An unforeseen geopolitical risk impacts a program to establish a company's operations abroad. Stakeholders now want to establish a risk response team to define a mitigation plan. Ultimately, what appeared to be a significant risk resulted in a negligible risk.

What should the program manager recommend to stakeholders for future, similar situations?

- \* Accept the risk
- \* Seek an expert opinion
- \* Establish an on-call risk response team
- \* Review the risk severity matrix

Section: Volume D

### NEW QUESTION 242

You are the program manager for your organization. A new program is about to be initiated and Marcy, your assistant, asks you about the themes that all new programs must map to. All of the following are themes that you can discuss with Marcy except for which one is not a program theme?

- \* Stakeholder management
- \* Requirements analysis
- \* Benefits management
- \* Program governance

Section: Volume B

### NEW QUESTION 243

You are the program manager of the 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?

- \* Project charter for each project
- \* Program human resource management plan
- \* Project scope statement
- \* Program management charter

### NEW QUESTION 244

An organization is considering a new program. The program has a cost of \$1,950,000 and will last for three years. What is the minimum future value this organization should expect to receive from this program if it is initiated and the rate of return is six percent?

- \* \$2,322,481
- \* \$1,950,000
- \* \$2,067,000
- \* \$1,950,001

Section: Volume A

### NEW QUESTION 245

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.

#### **NEW QUESTION 246**

What is the primary purpose of a project kick-off meeting?

- \* To establish why the project has been initiated.
- \* To establish the direction and purpose of the project management plan.
- \* To establish the roles and responsibilities of the stakeholders.
- \* To establish who the project manager and project sponsor are for the project.

Section: Volume B

#### **NEW QUESTION 247**

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

Section: Volume B

#### **NEW QUESTION 248**

A Project Manager has been working on quality process of a project at a major defense contractor. The Project Manager discovers that an employee has been reselling some repair material that he has declared as scrap material at a small profit. The item is very costly. What should the Project Manager do?

- \* Report this to the company
- \* Report this to Homeland Security
- \* Report this to General Accounting Office (GAO).
- \* Report the employee to the local authority

#### **NEW QUESTION 249**

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?

- \* Benefits
- \* Risk management outcomes
- \* Program personnel
- \* Outputs from team development

#### **NEW QUESTION 250**

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 for all stakeholders to review what has been submitted in an attempt to find consensus?

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

#### **NEW QUESTION 251**

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

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

#### **NEW QUESTION 252**

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?

- \* The program records should be archived with the program customer.
- \* The program records should be archived with the program sponsor.
- \* The program records should be archived as part of organizational process assets.
- \* The program records should be archived as part of enterprise environmental factors.

#### **NEW QUESTION 253**

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.

#### **NEW QUESTION 254**

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

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