➢ Vendor: **PMI**

➢ Exam Code: **PgMP**

➢ Exam Name: **Program Management Professional (PgMP)**

➢ New Updated Questions from **Braindump2go**

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QUESTION 526
A program manager, who reports to a company's CIO, is responsible for managing a strategic initiative program. During a program review meeting, the CIO informs the program manager about potential budget cuts that would impact program resources, and urges the program manager to begin delivering benefits more quickly to continue the program. What should the program manager do first?

A. Update the benefits management plan, and send it to stakeholders for review.
B. Document the impact on the program, then present the findings to the steering committee to determine next steps.
C. Conduct a risk assessment associated with an accelerated schedule, update the risk register, and request steering committee approval.
D. Revise the program schedule to adapt to an accelerated delivery of benefits, and present it to the steering committee for approval.

Answer: B

QUESTION 527
During program execution, how does a program manager ensure that benefits are being realized in accordance with program governance?

A. By reviewing the benefits management plan
B. By updating the benefits register
C. By conducting benefits analysis and planning
D. By reviewing the program business case

Answer: B

QUESTION 528
The program manager takes over a poorly performing program. After a review of the documentation and interviews with the program sponsor, stakeholders, and program constituents, the program manager realizes that the program is not aligned with the corporate/organizational goals. The program manager must realign the constituent projects and components to meet the program's needs.
What action should the program manager take to realign the program?

A. Assess the program schedule and determine how to maintain all projects and components within the program.
B. Discuss the situation with the program stakeholders and let them decide which projects to

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accelerate and which to close.

C. Discuss the situation with the program sponsor(s) and let the sponsor(s) make the decision as to which projects to accelerate and which to close.

D. Develop a change request to present to the governance board, accelerate some projects, close some projects, and reassign some resources.

Answer: A

QUESTION 529
A rapidly expanding IT company wants to mature its delivery methodology. It creates a benefits management plan that identifies formal program management governance as a key area that would add value.
What benefits would structuring work into programs bring to this organization?

A. Delivery of initiatives and objectives through the alignment of portfolios
B. Bundling of components or work to gain efficiencies unachievable if managed separately
C. Increasing efficiencies by adhering to defined constraints to achieve specific activities
D. Coordination of portfolio and project work by linking principles and practices

Answer: D

QUESTION 530
A request for proposal (RFP) yields a bid with a better delivery schedule and a lower cost, but originates from a vendor not on the prequalified vendor list. During the final review of the RFPs, the program manager is informed that the new bidder is a relative of the project manager. Although the bid meets all company policies, the program manager is concerned about a conflict of interest.
What should the program manager do?

A. Select the best bid from the prequalified vendor list.
B. Accept the bid from the new vendor and document the decision.
C. Advise the sponsor of a possible conflict of interest prior to awarding the bid.
D. Add the new vendor to the prequalified list and replace the project manager.

Answer: C

QUESTION 531
An infrastructure program has 20 projects. The first half of these projects incurred multiple change orders and failed to be completed on time. The program manager meets with the project managers to discuss lessons learned and to understand the challenges. During the meeting, the project managers complain that key risks and a lack of resources resulted in missing deadlines.
What should the program manager do to ensure that the remaining 10 component projects stay on track?

A. Rebaseline the remaining component projects.
B. Develop a change management strategy.
C. Update the program management plan.
D. Schedule weekly meetings with the project managers.

Answer: C

QUESTION 532
Status information, including program and component status, cost information, risk analysis and other relevant information, is provided in which of the following?

A. Program performance report
B. Communications management plan
C. Communications log updates

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D. Information gathering and retrieval system

Answer: A

QUESTION 533
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?

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

Answer: A

QUESTION 534
A program manager is leading a program to transform an organization's sales and customer service operations by introducing a new customer relationship management (CRM) solution. As the program progresses, the sponsor and other stakeholders are satisfied with the pace of the program's performance.
A stakeholder from the sales department now requests a new feature to integrate the CRM platform with another application. The program manager advises that this is out of scope, as it will require analysis and development and be a project on its own. The program manager then requests additional funding via the formal change management process and the new scope is approved.
What should the program manager do next?

A. Secure additional approvals from senior stakeholders.
B. Assign a new project manager to own the delivery of the new project.
C. Redefine the priorities of the existing program components to ensure optimal resource allocation and management of interdependencies.
D. Discontinue one of the existing program components, and reallocate all of that component's resources to the newly approved project.

Answer: C

QUESTION 535
A program has been established and preparation is complete.
Component projects are planned as a part of which of the following?

A. Program definition phase
B. Program formulation
C. Program planning
D. Program delivery phase

Answer: B

QUESTION 536
A program manager is appointed to manage a new program. The organization's leadership has specified a list of benefits that the program should deliver and has requested that the program manager determine when incremental benefits can be realized.
What should the program manager do first?

A. Develop the benefits sustainment plan.
B. Develop the program management plan.

C. Develop the program roadmap.
D. Develop the component project schedules.

Answer: A

QUESTION 537
A component is scheduled to close at the end of the week.
What should the program manager verify prior to allowing the component to close?

A. The component has released resources to meet program objectives
B. The component has met the quality requirements to meet program objectives
C. The component has met the schedule requirements to meet program objectives
D. The component has met the benefits realization criteria to meet program objectives

Answer: B

QUESTION 538
The number of emerging risks increases in a component project and the program manager falls behind in reviewing and approving the plans. This impacts the component project manager's ability to effectively address the risks.
In this situation, what should the program manager change about the risk management plan?

A. Allow the component project manager to delegate risk management responsibilities.
B. Assign the resolution of project-level risks to the component project manager.
C. Include risk escalation policies and procedures in the risk response plan.
D. Increase flexibility with risks that require a risk response.

Answer: A

QUESTION 539
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?

A. Discuss the program change and its challenges.
B. Create a program management plan.
C. Conduct a program performance analysis.
D. Develop a program charter.

Answer: B

QUESTION 540
A program manager assigns project managers to five component projects and continues to develop the program team.
Which of the following represents the program manager's strategy?

A. Rotate the responsibility for risk assessment among the program components
B. Coach the project managers to manage project resources
C. Cross-train the project managers to share expertise
D. Prepare the project managers to assume larger roles with more responsibility

Answer: A

QUESTION 541

The program manager completed the program's benefits analysis and planning activities.
What will this ensure for the program?

A. Information necessary to establish key benefit performance indicators
B. A transition plan to facilitate the ongoing realization of benefits
C. A plan to monitor performance due to operational, financial, and benefits changes
D. A benefits management plan to guide the work through the remainder of the program

Answer: A

QUESTION 542
A program manager is concerned because several change requests in a component project are causing delays to the program's work package milestones. There are insufficient skilled resources within the component project to complete both the change requests and the milestone tasks.
What should the program manager do next to address this risk?

A. Prioritize which resources are critical to the project based on an impact analysis of the critical change requests and update the program roadmap.
B. Prioritize which change requests are critical to the project based on an impact analysis, resource only critical change requests until overdue milestones are achieved, and update the risk register.
C. Mandate that no component project change requests will be processed until overdue milestones have been completed and update the risk register to reflect this.
D. Add the lack of skilled resources to facilitate the large number of change requests to the issue log.

Answer: B

QUESTION 543
A program with 10 components is in the planning phase. Project managers who oversee the component projects request detailed schedules. These schedules will be merged into one document to create a master schedule.
What should the program manager do to ensure that the overall program life cycle will meet stakeholder needs and deliver planned benefits?

A. Establish a quality review for the project schedules to ensure that resource leveling and baselines are followed and component projects are delivered on time
B. Work with the project managers to decompose their schedules to minimize risk and better understand the dependencies and resource needs
C. Decompose the component schedules to determine if work can be executed more quickly to deliver value earlier than planned
D. Create a work breakdown structure (WBS) to align program execution with stakeholder expectations and the benefits management plan

Answer: D

QUESTION 544
Near the end of an ongoing project, the program manager is terminated due to underperformance and a new program manager joins the team. The program's last component project will go live in one week.
What must the new program manager do before program closure?

A. Review the benefits management plan to ensure that the first component project launched met stakeholder expectations.
B. Ask the program steering committee to allow program closure to start immediately following the launch of the last component project.
C. Begin to collect lessons learned from all stakeholders, and prepare mitigation strategies in advance of the last component project's launch.
D. Work with the program sponsor to identify who is responsible for benefits sustainment, and

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identify measures from the benefits management plan to measure success.

Answer: D

QUESTION 545
A company's marketing department fails an internal compliance audit. To comply with the auditor's remediation plan, the legal department mandates that a content management system (CMS) be implemented. After initiating the program for CMS implementation, the program manager discovers that the marketing department has already preselected which CMS technology will be implemented.
What should the program manager do to ensure the success of the program?

A. Meet with the vice president of purchasing to discuss the risks associated with preselecting a solution before the requirements have been gathered
B. Host a kick-off meeting; request preliminary requirements from the marketing department; conduct a design session; present the steering committee with a solution that meets the requirements; and meet with interested vendors
C. Ask a senior marketing executive to act as the program sponsor and participate on the steering committee; require steering committee representation from the IT, legal, and other key departments; validate that the chosen solution meets the requirements
D. Initiate the program and begin a formal request for proposal (RFP) to validate the chosen solution and gain the confidence of the legal department

Answer: B

QUESTION 546
A software company's program manager is conducting closing procedures for a program. At the last steering committee meeting, realized benefits were presented to the program governance board. What should the program manager do next?

A. Begin transitioning program resources, and update the resource and program management plans to reflect the change in the program's status.
B. Initiate knowledge transfer with the receiving organization, and establish the program integration management plan.
C. Update the financial, stakeholder, and contract management plans, and archive them in the program information repository.
D. Obtain sponsoring organization approval to begin closeout procedures to transition benefits sustainment to the supporting organization.

Answer: A

QUESTION 547
The program selection committee presents several programs for approval:
Program A is estimated to cost US$250,000, and has an annual cash inflow of US$75,000. Program B is estimated to cost US$150,000, and has an annual cash inflow of US$55,000. Program C is estimated to cost US$100,000, and has an annual cash inflow of US$45,000. Program D is estimated to cost US$200,000, and has an annual cash inflow of US$35,000.
Which program was selected based solely on a three-year return on investment?

A. Program A
B. Program B
C. Program C
D. Program D

Answer: C

QUESTION 548

After meeting with the program sponsor and stakeholders, the program manager is asked by the sponsor to accelerate the program to replace two legacy financial systems. The legacy systems are at risk of premature failure.
What should the program manager do next?

A. Accelerate the projects and components of the program that replace the two legacy systems.
B. Analyze the impact of accelerating the program, and present the pros and cons to the program sponsor.
C. Identify the parts of the program that need to be accelerated and, if it is cost effective and increases benefits realization, implement the change.
D. Create several "what-if" scenarios of alternatives to present to the program sponsor.

Answer: A

QUESTION 549
The program manager has a global program with five component projects. The program sponsor wants the management plans, processes/procedures, and technology to be uniform across the program. The requirements will create issues and result in increased costs The program sponsor is new and has imposed these new requirements six months into a three-year program.
What should the program manager do next?

A. Accept what the program sponsor requires and implement the changes.
B. Discuss the proposed changes with the stakeholders and project managers, and give the program sponsor the best option.
C. Respond to the program sponsor if the program sponsor asks about it a second time.
D. Present the risks and benefits of the changes to the program sponsor.

Answer: BC

QUESTION 550
The program manager leads a medical billing system integration program for company A, a health services provider. Company A acquires smaller company X, which delivers health services strategically aligned with company A. Company X uses a different billing approach than company

A. Company A's chief information officer (CIO) seeks counsel on which solution would be the better option moving forward, requesting the program manager's assistance.
How should the program manager respond to the CIO's request?
B. Document the resources required to implement the recommended solution and demonstrate how this solution will save the company money.
C. Find similar examples of the preferred approach and ask the project teams to document why the preferred approach is better
D. Gather the costs and benefits associated with each option and recommend the appropriate solution defining why the selected approach is better.
E. Conduct a thorough stakeholder analysis and develop a program management plan to implement the appropriate solution for both companies.

Answer: A

QUESTION 551
A program delivers incremental benefits, but is far from closure. The company completes an acquisition and defines new strategic objectives.
What should the program manager do next?

A. Evaluate the impact of the new strategic objectives through a change request.
B. Integrate the new acquisition into the program to include the new strategic objectives.
C. Assess the impact of the new acquisition on the contract management plan.
D. Review the benefits management plan to assess the continued validity of the program.

Answer: A

QUESTION 552
An experienced program manager is leading a development program in a new company. While reviewing company procedures for formulating a program, they discover there is no company practice for managing key suppliers.
What should the program manager do first to obtain program approval?

A. Prepare the stakeholder engagement plan for approval by the program steering committee.
B. Analyze the business environment to identify key stakeholders, and then perform a stakeholder analysis.
C. Conduct a brainstorming session with the program team to identify and analyze external stakeholders.
D. Create a project-level stakeholder analysis, and then perform a high-level program stakeholder analysis.

Answer: A

QUESTION 553
A program was kicked off, but one of the key stakeholders was not present at the kick-off meeting.
What should the program manager do to ensure that the key stakeholder is familiar with the program's benefits and supports the program?

A. Note stakeholder communication needs in the program charter and document their expectations in the benefits sustainment plan.
B. Note stakeholder communication needs in the communications management plan and document their expectations in the benefits management plan.
C. Meet with the stakeholder to ensure stakeholder communication needs are documented in the communications management plan and that their expectations of benefits are documented in the benefits management plan.
D. Meet with the stakeholder to ensure stakeholder communication needs are documented in the communications management plan and that their expectations of benefits are documented in the benefits sustainment plan.

Answer: C

QUESTION 554
A company is rolling out an innovative program that includes new processes intended to define how the company will manage future programs. While program execution is going well, the program sponsor is concerned that the knowledge acquired needs to be reused for future programs.
What should the program manager do to ensure that the knowledge acquired is captured efficiently?

A. Record lessons learned in the program management plan
B. Create training materials summarizing team experiences and lessons learned
C. Direct the project managers to create event logs to document their experiences and lessons learned
D. Organize review sessions after each program stage to document successes, issues, and lessons learned

Answer: A

QUESTION 555
A company hires a program manager to create a healthcare management system. After five months, the program manager identifies an opportunity to integrate an online medical solution, which could provide additional value to the stakeholders. The program sponsor approves the change in scope.
The program manager should ensure that the results obtained by this opportunity are working in tandem with which of

the following?

A. Critical success factors
B. Key performance indicators
C. Benefits management plan
D. Stakeholder engagement plan

Answer: B

QUESTION 556
A company CEO issues a mandate to automate a new-client onboarding process to replace manual and paper-based procedures. After the program sponsor and program manager obtain formal acceptance of the program charter, what should be done next?

A. Deploy a team to develop the program management plan.
B. Develop estimates for scope, resources, and cost.
C. Identify the program management components, and develop the resource management plan.
D. Review and update the benefits management plan and link it to program outcomes.

Answer: B

QUESTION 557
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?

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

Answer: A

QUESTION 558
A program manager joins a team during its preparation phase.
What should the program manager do to obtain formal sponsor approval to begin the benefits delivery phase?

A. Develop the program management plan based on the organization's strategic plan.
B. Write the program charter, including the program mission statement and stakeholder engagement plan.
C. Define a high-level program roadmap of milestones and schedules supported by a preliminary estimate.
D. Identify and document the anticipated program benefits in the benefits management plan.

Answer: C

QUESTION 559
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?

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A. Program scope management plan
B. Program governance plan
C. Program scope statement
D. Program work breakdown structure

Answer: C

QUESTION 560
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?

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

Answer: B

QUESTION 561
When should a program manager approve the closure of a component project?

A. When acceptance criteria of the project are met
B. When the project has delivered the project benefits
C. When program deliverables are complete
D. When project deliverables are complete

Answer: C

QUESTION 562
A company is evaluating the implementation of enterprise resource planning (ERP) software. The program manager performs an analysis to confirm the program's feasibility.
What other important step should the program manager complete?

A. Development of the program's vision statement
B. Review of strategic goals against any external environmental factors
C. Identification and documentation of the initial risks for ERP software implementation
D. Mapping of the financial benefits to the ERP software's functionality

Answer: A

QUESTION 563
A new component project is approved by the program governance board. The funding for this component project will be provided by an organization different from the organization funding the program.
Would this be an acceptable funding arrangement?

A. Yes, only component projects may have different funding sources.
B. Yes, the program and its components may have different funding sources.
C. No, the program and the project must be funded by the same organization.

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D. No, component projects must be funded by program funds.

Answer: A

QUESTION 564
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?

A. Reduction in program quality
B. Degradation of program communications
C. Reduction in program risk
D. Slow down in program implementation

Answer: A