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**QUESTION 1**

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?

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

Correct Answer: B

QUESTION 2

A company wants to perform a preliminary stakeholder analysis to assess a new program's support. What should the program manager develop?

- A. Program communications management plan and the stakeholder charter
- B. Responsible, accountable, consult, and inform (RACI) matrix, stakeholder list, and escalation process
- C. Stakeholder strengths, weaknesses, opportunities and threats (SWOT) analysis
- D. Stakeholder engagement plan, stakeholder register, and stakeholder map

Correct Answer: D

QUESTION 3

The project manager of project A develops a communications management plan. The project manager of project B is new and is uncertain how to develop appropriate communications for the company's staff. What should the program manager do to ensure communications on the component projects are consistent?

- A. Request a more experienced project manager to work on project B.
- B. Create a program communications management plan across all component projects.
- C. Direct all projects to use project A's communications management plan as a template.
- D. Rework the communications management plans for all projects to be consistent.



Correct Answer: B

QUESTION 4

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.

Correct Answer: C

QUESTION 5

What actions are taken in the process of developing and maintaining a program risk register?

- A. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and provide the foundation for the risk management plan.
- B. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and identify the root cause of potential risks.
- C. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and proactively manage program issues.
- D. Assign ownership of risks with appropriate responsibilities, document agreed-upon response strategies, and identify residual risks.

Correct Answer: C

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