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**QUESTION 1**

A program management team is invited to a company's annual strategy planning session. The CEO discusses the mission and vision of the organization, and how the strategic plan will create opportunities to fulfill them. How can the program manager use the company's vision to establish a program?

- A. Define the program and component projects to enable the fulfillment of strategic goals.
- B. Set the priority matrix, and map the projects' priorities that will be included in the program.
- C. Define the program roadmap, and highlight the individual projects' benefits.
- D. Identify program benefits that will enable the fulfillment of strategic goals.

Correct Answer: A

QUESTION 2

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?

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

Correct Answer: A

QUESTION 3

A program is midway through the program delivery phase when a key stakeholder asks if the program is meeting its defined objectives. How should the program manager demonstrate the program's progress?

- A. Define the key performance indicators (KPIs) for the program's outcome.
- B. Invite the key stakeholder to review the program charter and the program objectives.
- C. Provide additional program performance reports to the key stakeholder.
- D. Maintain the benefits register and provide it to the key stakeholder.



Correct Answer: C

QUESTION 4

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

Correct Answer: B

QUESTION 5

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?

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

Correct Answer: B

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