PgMP

PMI Program Management Professional

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Key to success in PgMP Exam on PMI Program Management Professional

To achieve the professional designation of Program Management Professional from the PMI, candidates must clear the PgMP Exam with the minimum cut-off score. For those who wish to pass the PMI PgMP certification exam with good percentage, please take a look at the following reference document detailing what should be included in PMI Program Management Exam preparation.

The PMI PgMP Exam Summary, Body of Knowledge (BOK), Sample Question Bank and Practice Exam provide the basis for the real PMI Program Management Professional (PgMP) exam. We have designed these resources to help you get ready to take Program Management Professional (PgMP) exam. If you have made the decision to become a certified professional, we suggest you take authorized training and prepare with our online premium PMI Program Management Practice Exam to achieve the best result.

PMI PgMP Certification Details:

Exam Name	Program Management Professional
Exam Code	PgMP
Exam Fee Member	USD $800
Exam Fee Non-member	USD $1,000
Exam Duration	240 Minutes
Number of Questions	170
Passing Score	Above Target / Target / Below Target / Needs Improvement
Format	Multiple Choice Questions
Books / Trainings	Handbook
Schedule Exam	Apply Now
Sample Questions	PMI PgMP Exam Sample Questions and Answers
Practice Exam	PMI Program Management Professional (PgMP) Practice Test

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PMI PgMP Exam Syllabus:

Domain	Details
Domain I	**Strategic Program Management**
Task 1	Perform an initial program assessment by defining the program objectives, requirements, and risks in order to ensure program alignment with the organization's strategic plan, objectives, priorities, vision, and mission statement.
Task 2	Establish a high-level road map with milestones and preliminary estimates in order to obtain initial validation and approval from the executive sponsor.
Task 3	Define the high-level road map/framework in order to set a baseline for program definition, planning, and execution.
Task 4	Define the program mission statement by evaluating the stakeholders' concerns and expectations in order to establish program direction.
Task 5	Evaluate the organization's capability by consulting with organizational leaders in order to develop, validate, and assess the program objectives, priority, feasibility, readiness, and alignment to the organization's strategic plan.
Task 6	Identify organizational benefits for the potential program using research methods such as market analysis and high-level cost-benefit analysis in order to develop the preliminary program scope and define benefits realization plan.
Task 7	Estimate the high level financial and nonfinancial benefits of the program in order to obtain/maintain funding authorization and drive prioritization of projects within the program.
Task 8	Evaluate program objectives relative to regulatory and legal constraints, social impacts, sustainability, cultural considerations, political climate, and ethical concerns in order to ensure stakeholder alignment and program deliverability.
Task 9	Obtain organizational leadership approval for the program by presenting the program charter with its high-level costs, milestone schedule and benefits in order to receive authorization to initiate the program.
Task 10	Identify and evaluate integration opportunities and needs (for example, human capital and human resource requirements and skill sets, facilities, finance, assets, processes, and systems) within program activities and operational activities in order to align and integrate benefits within or across the organization.
Task 11	Exploit strategic opportunities for change in order to maximize the realization of benefits for the organization.
	Knowledge specific to Domain 1 - Business strategy - Business/organization objectives* (V) - Economic forecasting - Feasibility analysis - Financial measurement and management techniques - Funding models - Funding processes - Intellectual property laws and guidelines

	- Legal and regulatory requirements - Marketing - Portfolio management - Program and constituent project charter development* (II) - Program mission and vision - Public relations* (IV) - Requirement analysis techniques - Scenario analysis - Strategic planning and analysis* (II) - System implementation models and methodologies - Trend analysis
Domain II Program Life Cycle	
Initiating the Program	
Task 1	Develop program charter using input from all stakeholders, including sponsors, in order to initiate and design program and benefits.
Task 2	Translate strategic objectives into high-level program scope statements by negotiating with stakeholders, including sponsors, in order to create a program scope description.
Task 3	Develop a high-level milestone plan using the goals and objectives of the program, applicable historical information, and other available resources (for example, work breakdown structure (WBS), scope statements, benefits realization plan) in order to align the program with the expectations of stakeholders, including sponsors.
Task 4	Develop an accountability matrix by identifying and assigning program roles and responsibilities in order to build the core team and to differentiate between the program and project resources.
Task 5	Define standard measurement criteria for success for all constituent projects by analyzing stakeholder expectations and requirements across the constituent projects in order to monitor and control the program.
Task 6	Conduct program kick-off with key stakeholders by holding meetings in order to familiarize the organization with the program and obtain stakeholder buy-in.
Planning the Program	
Task 7	Develop a detailed program scope statement by incorporating program vision and all internal and external objectives, goals, influences, and variables in order to facilitate overall planning.
Task 8	Develop program WBS in order to determine, plan, and assign the program tasks and deliverables.
Task 9	Establish the program management plan and schedule by integrating plans for constituent projects and creating plans for supporting program functions (for example, quality, risk, communication, resources) in order to effectively forecast, monitor, and identify variances during program execution.
Task 10	Optimize the program management plan by identifying, reviewing, and leveling resource requirements (for example, human resources, materials, equipment, facilities, finance) in order to gain efficiencies and maximize productivity/synergies among constituent projects.
Task 11	Define project management information system (PMIS) by selecting tools and processes to share knowledge, intellectual property, and

	documentation across constituent projects in order to maximize synergies and savings in accordance with the governance model.
Task 12	Identify and manage unresolved project-level issues by establishing a monitoring and escalation mechanism and selecting a course of action consistent with program constraints and objectives in order to achieve program benefits.
Task 13	Develop the transition/integration/closure plan by defining exit criteria in order to ensure all administrative, commercial, and contractual obligations are met upon program completion.
Task 14	Develop key performance indicators (KPIs) by using decomposition/ mapping/ balanced score card (BSC) in order to implement scope and quality management system within program.
Task 15	Monitor key human resources for program and project roles, including subcontractors, and identify opportunities to improve team motivation (for example, develop compensation, incentive, and career alignment plans) and negotiate contracts in order to meet and/or exceed benefits realization objectives.
Executing the Program	
Task 16	Charter and initiate constituent projects by assigning project managers and allocating appropriate resources in order to achieve program objectives.
Task 17	Establish consistency by deploying uniform standards, resources, infrastructure, tools, and processes in order to enable informed program decision making.
Task 18	Establish a communication feedback process in order to capture lessons learned and the team's experiences throughout the program.
Task 19	Lead human resource functions by training, coaching, mentoring, and recognizing the team in order to improve team engagement and achieve commitment to the program's goals.
Task 20	Review project managers' performance in executing the project in accordance with the project plan in order to maximize their contribution to achieving program goals.
Task 21	Execute the appropriate program management plans (for example, quality, risk, communication, resourcing) using the tools identified in the planning phase and by auditing the results in order to ensure the program outcomes meet stakeholder expectations and standards.
Task 22	Consolidate project and program data using predefined program plan reporting tools and methods in order to monitor and control the program performance and communicate to stakeholders.
Task 23	Evaluate the program's status in order to monitor and control the program while maintaining current program information.
Task 24	Approve closure of constituent projects upon completion of defined deliverables in order to ensure scope is compliant with the functional overview.
Controlling the Program	
Task 25	Analyze variances and trends in costs, schedule, quality, and risks by comparing actual and forecast to planned values in order to identify corrective actions or opportunities.

Task 26	Update program plans by incorporating corrective actions to ensure program resources are employed effectively in order to meet program objectives.
Task 27	Manage program level issues (for example, human resource management, financial, technology, scheduling) by identifying and selecting a course of action consistent with program scope, constraints, and objectives in order to achieve program benefits.
Task 28	Manage changes in accordance with the change management plan in order to control scope, quality, schedule, cost, contracts, risks, and rewards.
Task 29	Conduct impact assessments for program changes and recommend decisions in order to obtain approval in accordance with the governance model.
Task 30	Manage risk in accordance with the risk management plan in order to ensure benefits realization.
Closing the Program	
Task 31	Complete a program performance analysis report by comparing final values to planned values for scope, quality, cost, schedule, and resource data in order to determine program performance.
Task 32	Obtain stakeholder approval for program closure in order to initiate close-out activities.
Task 33	Execute the transition and/or close-out of all program and constituent project plans (for example, perform administrative and PMIS program closure, archive program documents and lessons learned, and transfer ongoing activities to functional organization) in order to meet program objectives and/or ongoing operational sustainability.
Task 34	Conduct the post-review meeting by presenting the program performance report in order to obtain feedback and capture lessons learned.
Task 35	Report lessons learned and best practices observed and archive to the knowledge repository in order to support future programs and organizational improvement.
	Knowledge Specific to Domain 2 - Benchmarking - Closeout plans, procedures, techniques and policies* (5) - Decomposition techniques (for example, work breakdown structure (WBS)) - Financial closure processes* (V) - Logistics management - Performance and quality metrics* (III) - Phase gate reviews* (V) - Procurement management - Product/service development phases - Program and constituent project charter development* (I) - Program and project change requests* (V) - Program initiation plan - Program management plans - Quality control and management tools and techniques - Resource estimation (human and material)

	- Resource leveling techniques - Root cause analysis - Schedule management, techniques, and tools - Scope management - Service level agreements - Statistical analysis* (V) - Strategic planning and analysis* (I) - SWOT analysis - Talent evaluation - Team competency assessment techniques - Training methodologies* (IV)
Domain III	**Benefits Management**
Task 1	Develop the benefits realization plan and its measurement criteria in order to set the baseline for the program and communicate to stakeholders, including sponsors.
Task 2	Identify and capture synergies and efficiencies identified throughout the program life cycle in order to update and communicate the benefits realization plan to stakeholders, including sponsors.
Task 3	Develop a sustainment plan that identifies the processes, measures, metrics, and tools necessary for management of benefits beyond the completion of the program in order to ensure the continued realization of intended benefits.
Task 4	Monitor the metrics (for example, by forecasting, analyzing variances, developing "what if" scenarios and simulations, and utilizing causal analysis) in order to take corrective actions in the program and maintain and/or potentially improve benefits realization.
Task 5	Verify that the close, transition, and integration of constituent projects and the program meet or exceed the benefit realization criteria in order to achieve program's strategic objectives.
Task 6	Maintain a benefit register and record program progress in order to report the benefit to stakeholders via the communications plan.
Task 7	Analyze and update the benefits realization and sustainment plans for uncertainty, risk identification, risk mitigation, and risk opportunity in order to determine if corrective actions are necessary and communicate to stakeholders.
Task 8	Develop a transition plan to operations in order to guarantee sustainment of products and benefits delivered by the program.
	Knowledge Specific to Domain III - Benefit optimization - Business value measurement - Decision tree analysis - Maintenance and sustainment of program benefits post-delivery - Performance and quality metrics* (II) - Program transition strategies
Domain IV	**Stakeholder Management**
Task 1	Identify stakeholders, including sponsors, and create the stakeholder matrix in order to document their position relative to the program.
Task 2	Perform stakeholder analysis through historical analysis, personal experience, interviews, knowledge base, review of formal agreements

	(for example, request for proposal (RFP), request for information (RFI), contracts), and input from other sources in order to create the stakeholder management plan.
Task 3	Negotiate the support of stakeholders, including sponsors, for the program while setting clear expectations and acceptance criteria (for example, KPIs) for the program benefits in order to achieve and maintain their alignment to the program objectives.
Task 4	Generate and maintain visibility for the program and confirm stakeholder support in order to achieve the program's strategic objectives.
Task 5	Define and maintain communications adapted to different stakeholders, including sponsors, in order to ensure their support for the program.
Task 6	Evaluate risks identified by stakeholders, including sponsors, and incorporate them in the program risk management plan, as necessary.
Task 7	Develop and foster relationships with stakeholders, including sponsors, in order to improve communication and enhance their support for the program.
	Knowledge Specific to Domain IV - Customer relationship management - Customer satisfaction measurement - Expectation management - Public relations* (I) - Training methodologies* (II)
Domain V Governance	
Task 1	Develop program and project management standards and structure (governance, tools, finance, and reporting) using industry best practices and organizational standards in order to drive efficiency and consistency among projects and deliver program objectives.
Task 2	Select a governance model structure including policies, procedures, and standards that conforms program practices with the organization's governance structure in order to deliver program objectives consistent with organizational governance requirements.
Task 3	Obtain authorization(s) and approval(s) through stage gate reviews by presenting the program status to governance authorities in order to proceed to the next phase of the program.
Task 4	Evaluate key performance indicators (for example, risks, financials, compliance, quality, safety, stakeholder satisfaction) in order to monitor benefits throughout the program life cycle.
Task 5	Develop and/or utilize the program management information system), and integrate different processes as needed, in order to manage program information and communicate status to stakeholders.
Task 6	Regularly evaluate new and existing risks that impact strategic objectives in order to present an updated risk management plan to the governance board for approval.
Task 7	Establish escalation policies and procedures in order to ensure risks are handled at the appropriate level.
Task 8	Develop and/or contribute to an information repository containing program-related lessons learned, processes, and documentation contributions in order to support organizational best practices.

Task 9	Identify and apply lessons learned in order to support and influence existing and future program or organizational improvement.
Task 10	Monitor the business environment, program functionality requirements, and benefits realization in order to ensure the program remains aligned with strategic objectives.
Task 11	Develop and support the program integration management plan in order to ensure operational alignment with program strategic objectives.
	Knowledge Specific to Domain V **-** Archiving tools and techniques - Business/organization objectives* (I) - Closeout plans, procedures, techniques and policies* (II) - Composition and responsibilities of the program management office (PMO) - Financial closure processes* (II) - Go/no-go decision criteria - Governance models - Governance processes and procedures - Metrics definition and measurement techniques - Performance analysis and reporting techniques (for example, earned value analysis (EVA)) - Phase gate reviews* (II) - Program and project change requests* (II) - Statistical analysis* (II)

PgMP Sample Questions:

01. You are the program manager on a multiyear, multimillion-dollar transportation program for the provincial government. Funding for your program is allocated on a fiscal year basis, yet your program transcends multiple years. Because of the challenges in cost estimating and the lack of additional funding to support your program, as program manager in preparing the financial management plan, you should—
a) Ensure infrastructure and operational costs are included
b) Establish a set amount for the contingency reserve
c) Derive program estimates by using scenario analysis
d) Baseline each estimate

02. Assume you prepared a benefits register for use on your program. You decide to review it with your key stakeholders to—
a) Obtain buy in to begin developing the benefits realization plan
b) Determine if benefit achievement is occurring within key parameters
c) Define and approve key performance indicators
d) Determine how best to transition benefits to operations

03. On your motorcycle program, you and your team are actively tracking the benefits identified in your benefit realization plan. You found, though, that employee satisfaction, which was in the first plan, was not really useful so you decided to delete this benefit and not track it. Now, you have a new plan in place. Your next step is to—

a) Begin a process to revise your benefit report and benefit register
b) Update the roadmap
c) Discuss the new plan at your upcoming, regularly planned program status meeting with your Governance Board in two weeks
d) Distribute your plan to your key stakeholders

04. The roadmap is an important document used in program management. One key purpose of it is to—

a) Use it as part of the program's business case
b) Evaluate through it your program's alignment to the strategic plan
c) Summarize the supporting infrastructure
d) Show internal details of components

05. Continuing to work on your water-alleviation program in Guenther, Germany, you and your team now have prepared your program's work breakdown structure. This turned out to be a far more difficult process than you imagined because in the past, you had templates you could use to assist you in preparing the PWBS. However, you and your team completed it. The next step is to—

a) Organize the work
b) Prepare the program schedule
c) Develop cost estimates
d) Prepare a scope management plan

06. You are preparing for a meeting of your Governance Board. This meeting is a decision point review based on the need to—

a) Approve initiation of a component
b) Confirm stakeholder satisfaction with current performance
c) Confirm that a component has satisfied its business case
d) Determine if benefits are being realized as stated in the benefit realization plan

07. Because of their size, complexity, and duration, programs tend to be more important than projects in most organizations, and program managers tend to interact more with senior management, often through the Governance Board or steering committee that oversees the program. Throughout the program, it is especially important to monitor and control program changes. It is helpful to—

a) Conduct impact assessments
b) Authorize funding for each change
c) Update the scope statement
d) Influence factors that lead to change with effective program metrics

08. As program manager, you follow a detailed closure process that was developed by the enterprise program management office (EPMO). You have customized this procedure somewhat to fit the unique requirements of your program. Project C is now in its closing phase. This means it is your responsibility to—
a) Conduct a performance review with the project team members
b) Reallocate resources to other program components
c) Perform a final performance review
d) Update personnel records

09. Before preparing your stakeholder engagement plan, you decided to conduct stakeholder analysis and planning. Your first step is to—
a) Brainstorm the possible stakeholders to get a complete list of them
b) Evaluate the degree of support or opposition each stakeholder has regarding the program
c) Gain an understanding of expectations of program benefit delivery
d) Perform a detailed review of the Statement of Work and other key documents already completed

10. As a program manager, once your team is in place you need to focus on—
a) Providing mentoring
b) Setting up a team-based reward and recognition system
c) Promoting integrity in all interactions
d) Striving to be a role model for the team

Answers to PgMP Exam Questions:

Question: 01	Question: 02	Question: 03	Question: 04	Question: 05
Answer: b	Answer: c	Answer: b	Answer: c	Answer: d
Question: 06	Question: 07	Question: 08	Question: 09	Question: 10
Answer: b	Answer: a	Answer: b	Answer: c	Answer: c

Note: If you find any typo or data entry error in these sample questions, we request you to update us by commenting on this page or write an email on feedback@processexam.com