

# Lesson 1: Overview of PMI-PgMP® Certification Course

Based on *PMBOK® Guide – Fifth Edition*  
and  
*The Standard for Program Management – Third Edition*

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## Agenda

- ✓ What are PMI-PgMP® and PMI?
- ✓ Pre-requisites and Guidance about the Application
- ✓ Evaluation Process for PgMP®
- ✓ Examination Syllabus
- ✓ About this Tutorial

## What is PMI-PgMP® and PMI

- ✓ PMI-PgMP®: PMI Program Management Professional
- ✓ PMI-PgMP® is a certification
- ✓ PMI: Project Management Institute
- ✓ PMI is a non-profit organization
- ✓ PMI conducts PMI-PgMP® Examinations
- ✓ PMI-PgMP certification is valid for 3 Years
- ✓ PDU: Professional Development Unit
- ✓ PMBOK: Project Management Body of Knowledge
- ✓ The Standard for Program Management

## Why PgMP

- ✓ Exclusivity and first-mover advantage:
  - 6 years after launch, there are < 1000 certified Program Managers worldwide.
- ✓ Chance to move up the value chain:
  - Take on more strategic roles.
  - Do more challenging work.
- ✓ Learn about, and apply best practices and processes, that have evolved after years of research.
- ✓ At present, the highest “level” of certification that PMI offers.
- ✓ For organizations:
  - Enhanced ability to align work with the business.
  - Clearer focus on strategic benefits.
  - Define clear career path for senior project managers.

## Pre-requisite for the PMI-PgMP® Exam

Category	College/University Education	Project Management Experience	Program Management Experience
One	Four-year degree (Bachelor's, global equivalent, or higher degree)	Minimum four years (6,000 hours) of unique non-overlapping professional project management experience.	Minimum four years (6,000 hours) of unique non-overlapping professional program management experience.
Two	Secondary diploma (high school diploma, associate's degree, or global equivalent)	Minimum four years (6,000 hours) of unique non-overlapping professional project management experience.	Minimum seven years (10,500 hours) of unique non-overlapping professional program management experience.

✓ All this (project and program management) experience must have been accrued over the last 15 consecutive years.

## Important Information about Filling the Application

- ✓ Become a member of PMI before applying for the certification.
- ✓ Every project and program you describe must have a “primary contact.”
  - The primary contact may be required to provide evidence during audit; make sure that they will be willing to help with this.
- ✓ For each program you include in your application, at least two corresponding projects must be described. The project managers for these projects will automatically become references.
- ✓ You will be required to enter the number of hours spent on each of the five program management domains, viz., strategic program management, program life-cycle, benefits management, stakeholder management, and program governance.
- ✓ You will be required to answer a question about each of the domains, describing how you achieved specific results in each domain of a program.
- ✓ Be concise and specific in your responses.
- ✓ If possible, get your application reviewed by a PgMP before you submit it.

## PgMP Credentialing Process Overview

### Evaluation 1 – Panel Review:

- ✓ A panel will assess your experience based on the submitted application.
- ✓ Your identity will not be known to the panel reviewers.
- ✓ This process takes approximately four weeks to complete.

### Evaluation 2 – Audit:

- ✓ All PgMP applications will be subject to audit.
- ✓ After your application clears the review, you will receive instructions describing what you need to do to fulfill the audit requirements.
- ✓ The instructions are very clear and specific. Go through them carefully and follow them to the letter.
- ✓ You generally have 90 days to submit the evidence required. If you need more time, please contact PMI before the expiry of this period.
- ✓ After you clear the audit, you will receive instructions for scheduling the exam. You have one year from this date to appear for the PgMP examination.

## PgMP Credentialing Process Overview (Contd.)

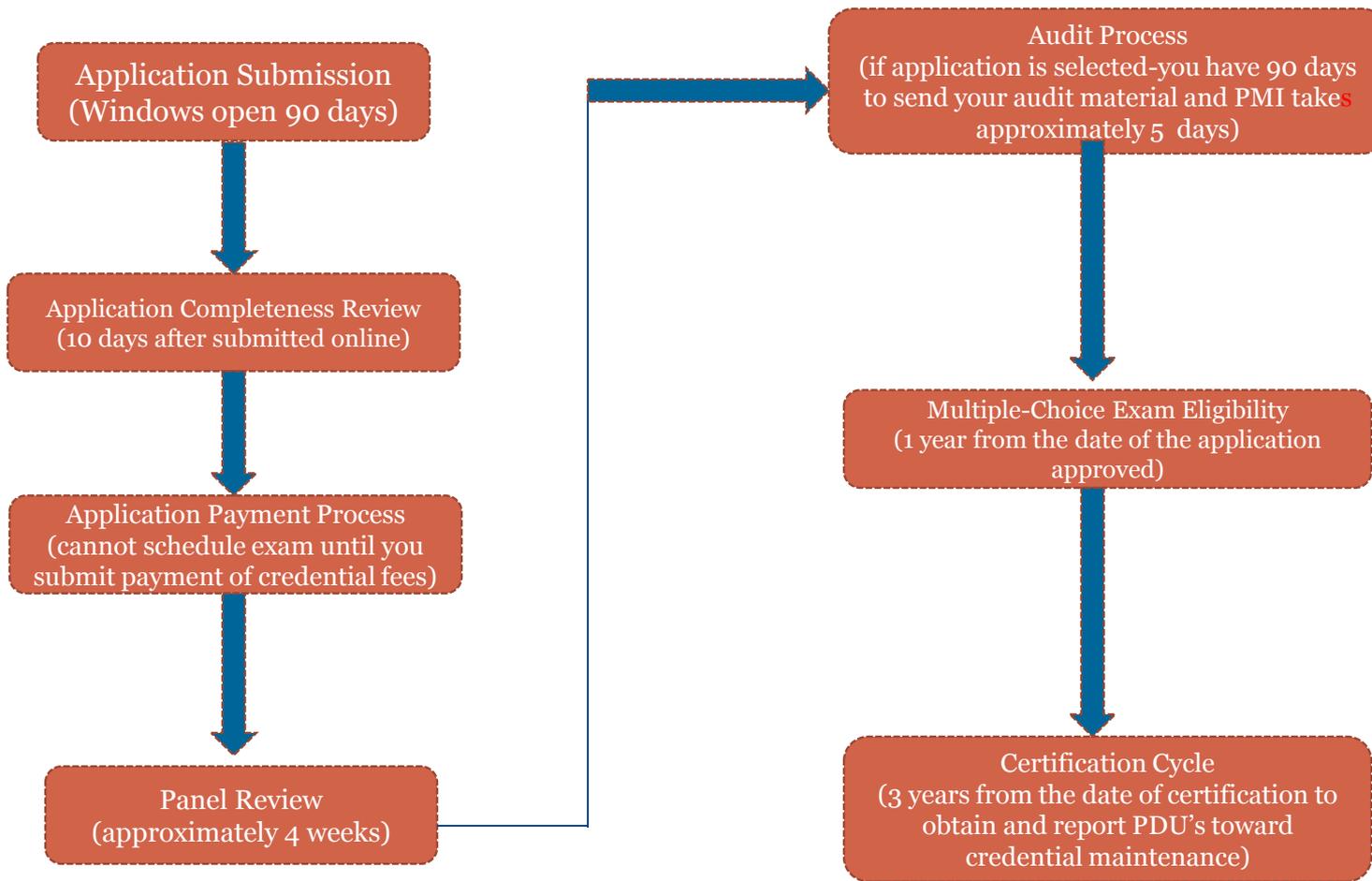
### Evaluation 3 – Examination Information:

- ✓ Total number of Questions: 170. Out of this 20 questions are test questions for future tests.
- ✓ All questions are multiple choice with 4 choices out of which only one answer is correct.
- ✓ You get 1 Point for every question that is answered correctly. There is no penalty for wrong answers.
- ✓ PMI grades students on each of the five program management domains, and based on this grading they declare a PMI-PgMP® pass or fail. How many grades one has to score to pass the PMI-PgMP® exam is not made public by PMI. The grading used is “Below Proficient”, “Proficient”, and “Moderately Proficient” in each of the four project risk management domains.
- ✓ Total duration of the exam is 4 hours.

## PgMP Credentialing Process Overview (Contd.)

Program Management Domain/Sub-domain	Percentage of Questions
<b>Domain 1 – Strategic Program Management (11 tasks)</b>	15
<b>Domain 2 – Program Life Cycle (35 tasks)</b>	44
Initiating (6 tasks)	(6)
Planning (9 tasks)	(11)
Executing (9 tasks)	(14)
Controlling (6 tasks)	(10)
Closing (5 tasks)	(3)
<b>Domain 3 – Benefits Management (8 tasks)</b>	11
<b>Domain 4 – Stakeholder Management (7 tasks)</b>	16
<b>Domain 5 – Governance (11 tasks)</b>	14
<b>Total</b>	100

## Timeline of the PgMP Credential Process



## PMI-PgMP® Exam Syllabus

✓ There are 5 program management domains. They are:

- Strategic Program Management;
- Program Life Cycle;
- Benefits Management;
- Stakeholder Management; and
- Governance.

✓ There are 72 tasks, and 126 knowledge and skills distributed across all those 5 domains.

✓ Program Life Cycle consists of 5 subdomains. They are:

- Initiating;
- Planning;
- Executing;
- Controlling; and
- Closing.

## Strategic Program Management — Tasks

- ✓ Task 1: Perform an initial program assessment.
- ✓ Task 2: Establish a high level road map with milestones and preliminary estimates.
- ✓ Task 3: Define high level road map/framework.
- ✓ Task 4: Define the program mission statement.
- ✓ Task 5: Evaluate the organization's capability.
- ✓ Task 6: Identify organizational benefits.
- ✓ Task 7: Estimate the high level financial and non-financial benefits.
- ✓ Task 8: Evaluate program objectives.
- ✓ Task 9: Obtain organizational leadership approval.
- ✓ Task 10: Identify and evaluate integration opportunities and needs.
- ✓ Task 11: Exploit strategic opportunities.

## Strategic Program Management — Knowledge and Skills

- ✓ Business strategy;
- ✓ Business/organization objectives;
- ✓ 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;
- ✓ Program mission and vision;
- ✓ Public relations;
- ✓ Requirement analysis techniques;
- ✓ Scenario analysis;
- ✓ Strategic planning and analysis;
- ✓ System implementation models and methodologies; and
- ✓ Trend analysis.

## Program Life Cycle — Tasks

### Initiating the program

- ✓ Task 1: Develop program charter.
- ✓ Task 2: Translate strategic objectives into high level program scope statements.
- ✓ Task 3: Develop a high level milestone plan.
- ✓ Task 4: Develop an accountability matrix.
- ✓ Task 5: Define standard measurement criteria.
- ✓ Task 6: Conduct program initiation with stakeholders.

## Program Life Cycle — Tasks (Contd.)

### Planning the program

- ✓ Task 7: Develop a detailed program scope statement.
- ✓ Task 8: Develop program WBS.
- ✓ Task 9: Establish the program management plan and schedule.
- ✓ Task 10: Optimize the program management plan.
- ✓ Task 11: Define project management information system.
- ✓ Task 12: Identify and manage unresolved project level issues.
- ✓ Task 13: Develop the transition/integration/closure plan.
- ✓ Task 14: Develop key performance indicators.
- ✓ Task 15: Monitor key human resources for program and project roles.

## Program Life Cycle — Tasks (Contd.)

### Executing the program

- ✓ Task 16: Charter and initiate constituent projects.
- ✓ Task 17: Establish consistency.
- ✓ Task 18: Establish communication feedback process.
- ✓ Task 19: Lead human resource functions.
- ✓ Task 20: Review project managers' performance.
- ✓ Task 21: Execute the appropriate program management plans.
- ✓ Task 22: Consolidate project and program data.
- ✓ Task 23: Evaluate the program's status.
- ✓ Task 24: Approve closure of constituent projects.

## Program Life Cycle — Tasks (Contd.)

### Controlling the program

- ✓ Task 25: Analyze variances and trends in costs, schedule, quality, and risks.
- ✓ Task 26: Update program plans.
- ✓ Task 27: Manage program level issues.
- ✓ Task 28: Manage changes.
- ✓ Task 29: Conduct impact assessments.
- ✓ Task 30: Manage risk.

## Program Life Cycle — Tasks (Contd.)

### Closing the program

- ✓ Task 31: Complete a program performance — performance analysis report.
- ✓ Task 32: Obtain stakeholder approval.
- ✓ Task 33: Execute the transition and/or close-out of all program and constituent project plans.
- ✓ Task 34: Conduct the post-review meeting.
- ✓ Task 35: Report lessons learned and best practices.

## Program Life Cycle — Knowledge and skills

- ✓ Benchmarking;
- ✓ Closeout plan, procedures, techniques, and policies;
- ✓ Decomposition techniques;
- ✓ Financial closure processes;
- ✓ Logistics management;
- ✓ Performance and quality metrics;
- ✓ Phase gate reviews;
- ✓ Procurement management;
- ✓ Product/service development phases;
- ✓ Program and constituent project charter development;
- ✓ Program and project change requests;
- ✓ Program initiation plan;
- ✓ Program management plans;
- ✓ Quality control, and management tools and techniques;
- ✓ Resource estimation;
- ✓ Resource leveling techniques;
- ✓ Root cause analysis;
- ✓ Schedule management, techniques, and tools;
- ✓ Scope management;
- ✓ Service level agreements;
- ✓ Statistical analysis;
- ✓ Strategic planning and analysis;
- ✓ SWOT analysis;
- ✓ Talent evaluation;
- ✓ Team competency assessment techniques; and
- ✓ Training methodologies.

## Benefits Management — Tasks

- ✓ Task 1: Develop the benefits realization plan and its measurement criteria.
- ✓ Task 2: Identify and capture synergies and efficiencies identified throughout the program life cycle.
- ✓ Task 3: Develop a sustainment plan.
- ✓ Task 4: Monitor the metrics.
- ✓ Task 5: Verify that the close, transition, and integration of constituent projects and program meet or exceed the benefit realization.
- ✓ Task 6: Maintain a benefit register and record program progress.
- ✓ Task 7: Analyze and update the benefits realization and sustainment plans.
- ✓ Task 8: Develop a transition plan to operations.

## Benefits Management — Knowledge and Skills

- ✓ Benefits optimization,
- ✓ Business value measurement,
- ✓ Decision tree analysis,
- ✓ Maintenance and sustainment of program benefits post-delivery,
- ✓ Performance and quality metrics, and
- ✓ Program transition strategies.

## Stakeholder Management — Tasks

- ✓ Task 1: Identify stakeholders and create stakeholder matrix.
- ✓ Task 2: Perform stakeholder analysis.
- ✓ Task 3: Negotiate the support of stakeholders.
- ✓ Task 4: Generate and maintain visibility for the program, and confirm stakeholder support.
- ✓ Task 5: Define and maintain communication adapted to different stakeholders.
- ✓ Task 6: Evaluate risks identified by stakeholders.
- ✓ Task 7: Develop and foster relationships with stakeholders.

## Stakeholder Management — Knowledge and Skills

- ✓ Customer relationship management,
- ✓ Customer satisfaction measurement,
- ✓ Expectation management,
- ✓ Public relations, and
- ✓ Training methodologies.

## Governance — Tasks

- ✓ Task 1: Develop program and project management standards and structure.
- ✓ Task 2: Select a governance model structure.
- ✓ Task 3: Obtain authorizations and approvals.
- ✓ Task 4: Evaluate key performance indicators.
- ✓ Task 5: Develop and/or utilize the program management information system.
- ✓ Task 6: Regularly evaluate new and existing risks.
- ✓ Task 7: Establish escalation policies and procedures.
- ✓ Task 8: Develop and/or contribute to an information repository.
- ✓ Task 9: Identify and apply lessons learned.
- ✓ Task 10: Monitor the business environment, program functionality requirement, and benefits realization.
- ✓ Task 11: Develop and support the program integration management plan.

## Governance — Knowledge and skills

- ✓ Archiving tools and techniques;
- ✓ Business/organization objectives;
- ✓ Closeout plans, procedures, techniques, and policies;
- ✓ Composition and responsibilities of the program management office(PMO);
- ✓ Financial closure processes;
- ✓ Go/no-go decision criteria;
- ✓ Governance models;
- ✓ Governance processes and procedures;
- ✓ Metrics definition and measurement techniques;
- ✓ Performance analysis and reporting techniques;
- ✓ Phase gate reviews;
- ✓ Program and project change requests; and
- ✓ Statistical analysis.

## About this Tutorial

- ✓ There are a total of 11 lessons. This being the first one.
- ✓ The other lessons are:
  - Lesson 2: Introduction
  - Lesson 3: Program Management Performance Domains
  - Lesson 4: Program Strategy Alignment
  - Lesson 5: Program Benefits Management
  - Lesson 6: Program Stakeholder Engagement
  - Lesson 7: Program Governance
  - Lesson 8: Program Life Cycle Management
  - Lesson 9: Program Definition Supporting Processes
  - Lesson 10: Program Benefits Delivery Supporting Processes
  - Lesson 11: Program Closure Supporting Processes

**Thank You**