

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.)

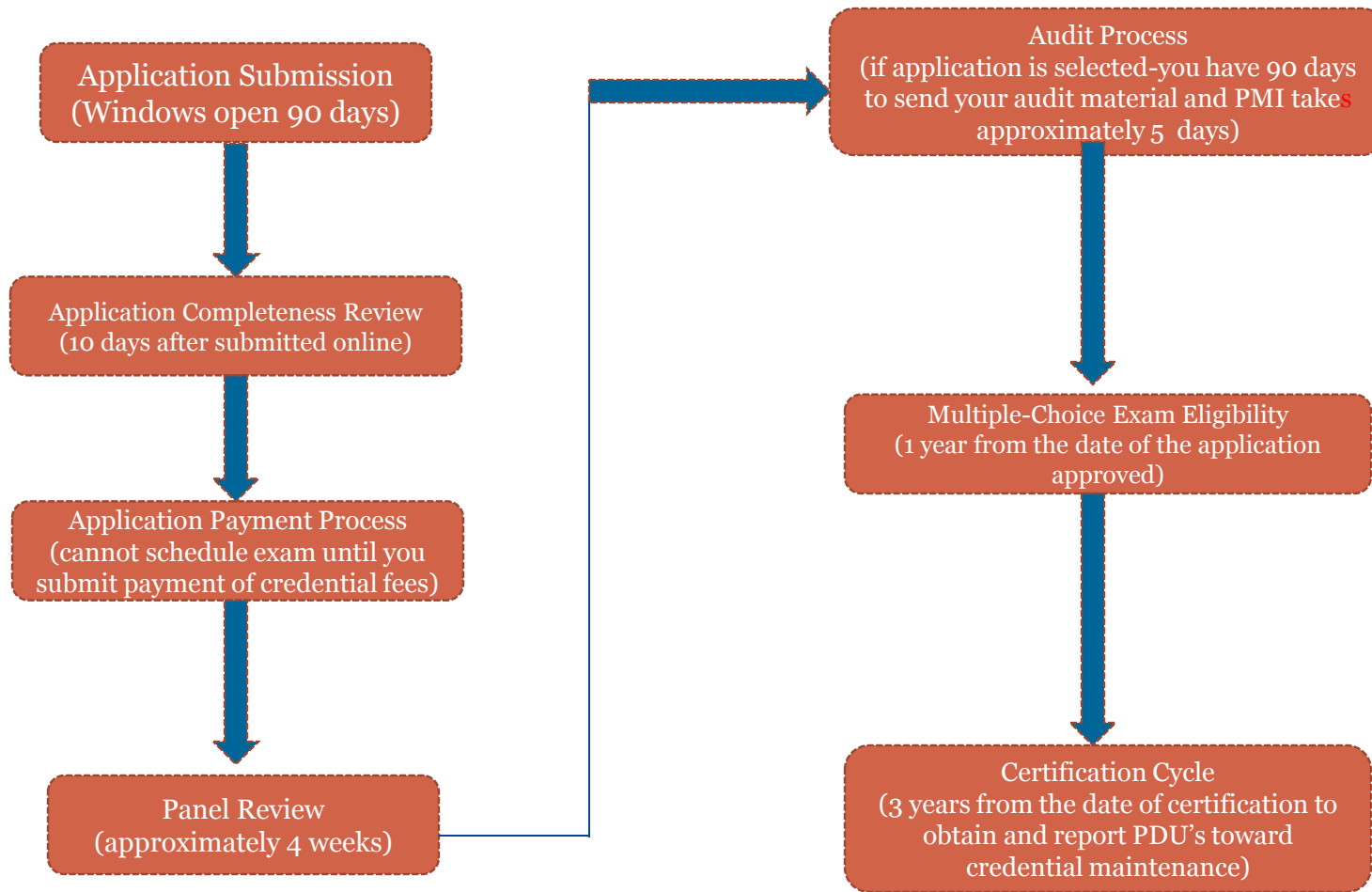
Evaluation 3 – Examination Information:

- ✓ 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
Domain 1 – Strategic Program Management(11 tasks)	15
Domain 2 – Program Life Cycle (35 tasks)	44
Initiating (6 tasks)	(6)
Planning (9 tasks)	(11)
Executing (9 tasks)	(14)
Controlling (6 tasks)	(10)
Closing (5 tasks)	(3)
Domain 3 – Benefits Management (8 tasks)	11
Domain 4 – Stakeholder Management (7 tasks)	16
Domain 5 – Governance (11 tasks)	14
Total	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