Contents

PMI PgMP Study Guide

1.0 Exam Overview

Here's a clear and structured outline of what's required to pass the **PMI Program Management Professional (PgMP)®** exam:

Eligibility Requirements

Educational Background and Experience

You must meet **both** education and professional experience requirements:

Educational Level	Program Management Experience	Project Management Experience
Secondary diploma (high school)	48 months (within last 15 years)	84 months (within last 15 years)
Four-year degree (bachelor's or global equivalent)	48 months (within last 15 years)	48 months (within last 15 years)

Application Process

- **Online application through PMI.org**

- **Panel Review:** After passing PMI's initial review, your application is evaluated by a panel of PgMP-certified professionals to validate your program management experience.

- **Application Fee:**

  o PMI Member: $800

  o Non-member: $1,000

Exam Structure

- **Number of Questions:** 170 multiple-choice questions

- **Duration:** 4 hours

- **Type:** Computer-based test

- **Pre-test (unscored) questions:** 20 questions included but not counted toward the score

Domains and Exam Content Outline

The exam is based on five **Program Management Performance Domains**, as outlined in PMI's **PgMP Exam Content Outline**:

Domain	Percentage of Exam	Focus Area
Domain I: Strategic Program Management	15%	Aligning programs with organizational strategy
Domain II: Program Life Cycle	44%	Initiating, planning, executing, controlling, closing
Domain III: Benefits Management	11%	Optimizing program benefits
Domain IV: Stakeholder Management	16%	Engaging and communicating with stakeholders
Domain V: Governance	14%	Oversight and decision-making

Study Materials

Key References

- **The Standard for Program Management (4th Edition)** – *PMI's primary guidebook*

- **PgMP Exam Content Outline (ECO)**

- **PMBOK® Guide (7th Edition)** – for foundational concepts

Recommended Study Aids

- PgMP prep books (e.g., by Ginger Levin or S. Rad)

- Online PgMP bootcamps

- Practice exams and simulations

- Flashcards and mind maps

Exam Strategy Tips

- Master the **Program Life Cycle**, since it makes up the largest portion of the exam.

- Know the **difference between project, program, and portfolio management**.

- Focus on **benefits realization** and how programs align with **organizational strategy**.

- Be prepared for **scenario-based questions** with multiple layers of stakeholder dynamics, risk, and governance.

- Join a **study group** or take an **online prep course** to reinforce learning.

Maintaining Certification

- **Certification cycle:** 3 years

- **PDUs required to renew:** 60 PDUs (Professional Development Units)

2.0 Acronyms

Here's a comprehensive list of acronyms commonly encountered on the **PMI PgMP® (Program Management Professional)** exam, along with their definitions:

Core Acronyms for PgMP Exam

- **PMI** - Project Management Institute – The governing body for the PgMP certification.
- **PgMP** - Program Management Professional – PMI's advanced certification for program managers.
- **PMBOK -** Project Management Body of Knowledge – A set of standard terminology and guidelines for project management.
- **ECO** - Exam Content Outline – Specifies domains and tasks tested on the PgMP exam.
- **PMP** - Project Management Professional – PMI certification for project managers.
- **PMO** - Project/Program Management Office – Centralized oversight body for projects/programs.
- **OPM** - Organizational Project Management – A framework aligning projects, programs, and portfolios with strategic goals.
- **PPM** - Project Portfolio Management – Managing a collection of projects and programs to achieve strategic objectives.
- **SDLC** - Software Development Life Cycle – A process for planning, creating, testing, and deploying software systems.
- **SOW** - Statement of Work – A formal document outlining work to be performed under a contract.

Program Management Acronyms

- **KPI** - Key Performance Indicator – A measurable value that indicates success in achieving objectives.
- **CSF** - Critical Success Factor – Essential activities or elements required for a program's success.
- **WBS** - Work Breakdown Structure – A hierarchical decomposition of the program or project deliverables.
- **RACI** - Responsible, Accountable, Consulted, Informed – A matrix used to clarify roles.
- **RAID** - Risks, Assumptions, Issues, Dependencies – A log used for tracking these program factors.
- **MoSCoW** - Must have, Should have, Could have, Won't have – A prioritization technique for requirements.
- **SWOT** - Strengths, Weaknesses, Opportunities, Threats – Strategic analysis tool.
- **ROI** - Return on Investment – A measure of the financial benefit received from a program investment.
- **IRR** - Internal Rate of Return – A metric for evaluating the profitability of investments.
- **NPV** - Net Present Value – The present value of cash inflows minus outflows over time.
- **BAC** - Budget at Completion – The total budget for the program.
- **EAC** - Estimate at Completion – The forecasted cost of the program based on performance.
- **EV** - Earned Value – The value of work performed expressed in terms of approved budget.
- **PV** - Planned Value – The authorized budget for scheduled work.
- **AC** - Actual Cost – The realized cost of work performed.
- **SPI** - Schedule Performance Index – EV ÷ PV, shows schedule efficiency.
- **CPI** - Cost Performance Index – EV ÷ AC, shows cost efficiency.
- **CR** - Change Request – A formal proposal to modify any program element.

Governance & Risk Acronyms

- **OPA** - Organizational Process Assets – Internal policies, procedures, and knowledge bases.
- **EEF** - Enterprise Environmental Factors – External and internal factors influencing a program.
- **ERM** - Enterprise Risk Management – A process for identifying and mitigating risks across the organization.
- **FMEA** - Failure Mode and Effects Analysis – A method to identify failure risks and impacts.
- **KRA** - Key Risk Area – Major areas of concern that could impact the program.

Stakeholder and Communication Acronyms

- **CRM** - Customer Relationship Management – Systems and practices for managing stakeholder engagement.
- **OHI** - Organizational Hierarchy Index – Used to map stakeholder influence and authority.
- **RFP** - Request for Proposal – A document soliciting proposals from external vendors.
- **SLA** - Service Level Agreement – Defines service expectations between parties.
- **SMP** - Stakeholder Management Plan – Strategy for managing stakeholder relationships.

3.0 Domains

3.1 Program Strategy Alignment

Here is a focused list of key **topics, tools, and concepts** you need to know for the **Program Strategy Alignment domain** on the **PMI PgMP® exam**. This domain accounts for **15%** of the exam and is foundational to successful program management.

1. Key Concepts

- **Program Business Case** - Document that justifies the program, including strategic alignment, benefits, and ROI.
- **Program Charter** - Formally authorizes the program; includes objectives, scope, stakeholders, and authority of the program manager.
- **Organizational Strategy** - Understand how programs support long-term goals, mission, and vision.
- **Strategic Objectives** - Translate business strategy into actionable program objectives.
- **Environmental Assessments** - Internal and external factors (PESTLE analysis) that impact strategic alignment.
- **Program Roadmap** - Visual timeline showing key program milestones and how components align to strategy.

2. Tasks in Strategy Alignment Domain

- **Task 1: Perform strategic assessment -** Identify organizational needs and validate alignment of the program.
- **Task 2: Define the program mission and vision -** Develop statements that align with organizational strategy.
- **Task 3: Develop the business case -** Justify the investment; define benefits and strategic fit.

- **Task 4: Establish a high-level roadmap -** Ensure components (projects) are sequenced and integrated.
- **Task 5: Define the program charter -** Summarize key elements and secure approval from the sponsor.
- **Task 6: Evaluate and prioritize initiatives -** Compare competing investments for strategic value.

3. Tools & Techniques

- **SWOT Analysis** – Strategic positioning
- **PESTLE Analysis** – Environmental scanning
- **Gap Analysis** – Identifies difference between current and future state
- **Balanced Scorecard** – Measures strategic performance
- **Benefit Mapping** – Tracing benefits to strategic objectives
- **Decision Tree Analysis** – Prioritizing initiatives
- **Program Business Case Template** – For justifying programs

4. Outputs/Deliverables

- Program Business Case
- Program Charter
- Program Roadmap
- Strategic Alignment Assessment
- Stakeholder Analysis
- Governance Plan (strategic link)

5. Integration & Alignment

- Understand how programs fit into **portfolio management**
- Know how **benefits realization** connects to strategy
- Recognize the role of the **program sponsor** and executive leadership
- Be able to **communicate alignment** to stakeholders and governance bodies

6. Exam Tip

Expect **scenario-based questions** that test your ability to:

- Justify a program based on shifting business priorities
- Identify gaps between a new initiative and strategic goals
- Recommend adjustments to a roadmap based on changing market conditions

3.2 Program Benefits Management

Here's a comprehensive breakdown of the **Program Benefits Management** domain for the **PMI PgMP® exam**, which represents approximately **11%** of the exam content. This domain emphasizes identifying, analyzing, delivering, and sustaining program benefits that align with strategic goals.

1. Key Concepts

- **Benefits** - Measurable improvements resulting from program outcomes (e.g., revenue growth, cost reduction, customer satisfaction).
- **Benefit Management Plan** - A roadmap for identifying, tracking, and sustaining benefits throughout the program lifecycle.
- **Benefits Register** - A living document that catalogs expected benefits, their metrics, owners, and realization timelines.
- **Benefits Realization** - The process of ensuring benefits are delivered, measured, and sustained post-program.
- **Sustainment** - Activities required to continue reaping benefits after the program ends (e.g., transition to operations).

2. Tasks in Benefits Management Domain

- **Task 1: Develop Benefits Management Plan -** Define expected benefits, measurement criteria, realization approach, and sustainment strategy.
- **Task 2: Identify and analyze benefits -** Confirm benefits support strategic objectives and can be realistically achieved.
- **Task 3: Monitor benefit metrics -** Track benefit realization progress against KPIs and update the Benefits Register.
- **Task 4: Transition benefits -** Plan and execute the handover of benefits to operations or business units.
- **Task 5: Sustain benefits -** Ensure benefits continue beyond the program through ownership assignment and performance monitoring.

3. Tools & Techniques

- **Benefits Mapping** – Shows link between deliverables, outcomes, and strategic goals
- **Benefits Dependency Network (BDN)** – Visual model of how program outputs enable benefits
- **Key Performance Indicators (KPIs)** – Used to measure benefit realization
- **Cost-Benefit Analysis** – Evaluates value of benefits relative to investment
- **Change Management** – Ensures adoption of program outcomes to realize benefits
- **Transition Planning** – Ensures ownership and accountability post-program

4. Outputs/Deliverables

- Benefits Management Plan
- Benefits Register
- Benefits Realization Report
- Transition Plan
- Lessons Learned on Benefits
- Sustainment Strategy or Handover Document

5. Integration & Alignment

- Ensure benefits align with **program roadmap** and **strategic objectives**
- Collaborate with **project managers** to ensure project outputs enable benefit outcomes
- Work with **business operations** for benefits transition and sustainment
- Monitor for **emerging benefits or disbenefits** and adjust the benefits plan accordingly

6. Common Exam Scenarios

You may be tested on your ability to:

- Identify missing benefits in a case study
- Justify removing a benefit that no longer aligns with strategy
- Recommend corrective actions when KPIs indicate underperformance
- Transition ownership of benefits to operational teams post-closure
- Respond to changes in strategy that impact expected benefits

7. Key Definitions to Know

3.3 Program Stakeholder Engagement

Here is a comprehensive breakdown of the **Program Stakeholder Engagement** domain for the **PMI PgMP®** exam. This domain accounts for approximately **16%** of the exam and focuses on building and maintaining productive relationships with stakeholders throughout the program lifecycle.

1. Key Concepts

- **Stakeholder Engagement** - Continuous process of identifying, analyzing, managing, and communicating with individuals or groups who impact or are impacted by the program.
- **Stakeholder Register** - Document listing all stakeholders, their interests, influence, impact, engagement level, and communication needs.
- **Stakeholder Engagement Plan** - Strategy to engage stakeholders based on their influence, expectations, and interests.

- **Influence/Impact Grid** - Matrix used to assess and prioritize stakeholder management activities.
- **Engagement Strategies** - Tailored approaches for communication, collaboration, and conflict resolution based on stakeholder analysis.

2. Tasks in Stakeholder Engagement Domain

- **Task 1: Identify stakeholders -** Compile a comprehensive list of stakeholders using input from charter, business case, and environmental assessments.
- **Task 2: Develop stakeholder engagement strategy -** Define how and when to engage stakeholders, based on their needs and influence.
- **Task 3: Obtain stakeholder commitment -** Use relationship-building, negotiation, and influence to secure stakeholder support.
- **Task 4: Manage stakeholder expectations -** Ensure ongoing alignment between stakeholder expectations and program objectives.
- **Task 5: Communicate program status and decisions -** Deliver timely, tailored communication to all stakeholders to ensure transparency and trust.

3. Tools & Techniques

- **Stakeholder Analysis** – Identifies power, influence, and interests
- **RACI Matrix** – Clarifies stakeholder roles and responsibilities
- **Salience Model** – Prioritizes stakeholders based on power, legitimacy, and urgency
- **Communication Plan** – Defines frequency, format, and methods of communication
- **Workshops/Surveys** – Gather stakeholder input and feedback
- **Conflict Resolution Techniques** – Mediation, escalation, negotiation
- **Engagement Matrix** – Tracks engagement levels (Unaware, Resistant, Neutral, Supportive, Leading)

4. Outputs/Deliverables

- Stakeholder Register
- Stakeholder Engagement Plan
- Communication Plan
- Stakeholder Feedback Reports
- Issue and Escalation Logs
- Lessons Learned on Engagement Strategies

5. Integration & Alignment

- Coordinate with **Program Governance** to align stakeholder needs with decision-making structures
- Ensure feedback loops between **project teams** and **program stakeholders**
- Align communication with **benefits delivery milestones** and **strategic objectives**
- Collaborate with the **PMO** and executive sponsors for stakeholder visibility and alignment

6. Common Exam Scenarios

Expect questions that test your ability to:

- Analyze a stakeholder conflict and propose a mitigation strategy
- Adjust engagement strategies based on changing stakeholder influence or program phase
- Identify gaps in communication or stakeholder feedback
- Prioritize stakeholder communications during high-risk or high-visibility program events
- Address disengagement or resistance from a critical stakeholder

7. Key Definitions to Know

- **Stakeholder**-Any person, group, or organization that can affect or be affected by the program.
- **Stakeholder Commitment**-The degree to which stakeholders support the program's outcomes.
- **Stakeholder Expectations**-Beliefs or assumptions stakeholders have regarding program performance.
- **Program Sponsor**-Executive stakeholder who provides resources and strategic direction.
- **Communication Escalation Path**-Defined process for escalating concerns or issues to higher authority levels.

3.4 Program Governance

Here's a comprehensive breakdown of the **Program Governance** domain for the **PMI PgMP®** exam. This domain accounts for approximately **14%** of the exam and emphasizes establishing oversight, decision-making structures, and performance standards to ensure program success.

1. Key Concepts

- **Governance** - The framework of authority and accountability that defines and controls outputs, outcomes, and benefits of the program.
- **Governance Board** - A group of executives or senior leaders who provide oversight, decision-making, and strategic alignment.

- **Governance Model** - Defines roles, responsibilities, and decision rights across program components.
- **Program Governance Plan** - Outlines how governance will be implemented, monitored, and evaluated during the program lifecycle.
- **Stage Gates / Phase Reviews** - Formal checkpoints to assess performance and authorize continuation or termination of components.

2. Tasks in Governance Domain

- **Task 1: Establish governance structure-**Define governance board, decision rights, escalation paths, and review mechanisms.
- **Task 2: Define governance roles and responsibilities-**Assign roles (e.g., sponsor, steering committee, component leads) and accountability structure.
- **Task 3: Monitor program performance-**Track against KPIs, schedule, cost, scope, and risk using program dashboards or reports.
- **Task 4: Evaluate component alignment-**Ensure that projects and operations within the program are aligned with program goals and benefits.
- **Task 5: Manage risk and compliance-**Oversee risk response strategies and ensure adherence to organizational, legal, and regulatory standards.

3. Tools & Techniques

- **Governance Board Charter** – Describes authority, purpose, and structure of the board
- **RACI Matrix** – Defines governance decision-making responsibilities
- **Program Performance Metrics** – KPIs, earned value, benefit realization tracking
- **Risk Registers & Compliance Logs** – Identify and monitor governance-related risks
- **Dashboard Reporting Tools** – Power BI, Excel, or custom systems to support visibility
- **Audit Trails & Document Control** – Ensure traceability and compliance

4. Outputs/Deliverables

- Program Governance Plan
- Governance Structure Diagram
- Stage Gate Criteria and Reports
- Program Performance Reports
- Risk Management Plan and Logs
- Compliance Reports
- Governance Review Meeting Minutes

5. Integration & Alignment

- Collaborate with **portfolio governance** to align with organizational strategy
- Coordinate with **project governance teams** to escalate issues and ensure alignment
- Use governance reviews to assess **benefits realization**, **stakeholder satisfaction**, and **strategic fit**
- Ensure governance feedback loops influence **program roadmap adjustments**

6. Common Exam Scenarios

Expect questions that require you to:

- Recommend governance models based on organizational structure (centralized vs. decentralized)
- Identify escalation paths for unresolved component-level issues
- Determine governance actions when a component is misaligned with program objectives
- Decide whether to continue or terminate a program based on governance review inputs
- Interpret program performance reports for board-level decisions

7. Key Definitions to Know

- **Governance Board** - The body responsible for strategic oversight and key decisions.
- **Stage Gate** - A formal review point where program continuation is evaluated.
- **Program Steering Committee** - A governance entity providing operational and strategic input.
- **Governance Escalation Path** - Structured flow for raising unresolved issues to higher authority.
- **Compliance Requirements** - Legal, regulatory, or internal standards that the program must follow.

3.5 Program Life Cycle Domain

Here is a detailed breakdown of the **Program Life Cycle** domain for the **PMI PgMP® exam**, which represents the **largest portion of the exam (44%)**. This domain covers the five phases of a program: **Initiating, Planning, Executing, Controlling, and Closing**—and focuses on managing interdependent projects and operations to achieve strategic outcomes.

1. Key Concepts

- **Initiating** - Define the program, develop the business case and program charter, and authorize component projects.
- **Planning** - Establish detailed plans for scope, time, cost, risk, quality, resources, communications, procurement, and integration.

- **Executing** - Manage program components, resolve issues, facilitate integration, and direct benefits delivery.
- **Controlling** - Monitor and control performance, risks, issues, changes, and stakeholder engagement across the program.
- **Closing** - Finalize all components, transition benefits, release resources, document lessons learned, and close the program formally.

2. Tasks by Phase

Initiating Phase

- **Develop business case -** Justify the need for the program.
- **Create program charter -** Authorize the program and outline high-level scope and objectives.
- **Identify stakeholders -** Begin stakeholder engagement strategy.

Planning Phase

- **Develop program management plan -** Integrate component plans into a cohesive roadmap.
- **Plan program scope, schedule, cost, risk, resources, quality, communication, and procurement**
- **Define program governance and change management plans**

Executing Phase

- **Manage component initiation and integration -** Coordinate launch and alignment of projects/operations.
- **Execute program plans -** Ensure effective delivery across components.
- **Optimize resource use and stakeholder engagement**

Controlling Phase

- **Monitor component performance-**Track status, costs, and benefits across projects.
- **Manage change requests-**Evaluate, escalate, and implement changes.
- **Address issues and risks-**Maintain updated logs and mitigation plans.

Closing Phase

- **Finalize component closures -** Confirm all deliverables completed.
- **Transition ownership of benefits -** Handover outcomes to operations.
- **Conduct post-program review -** Capture lessons learned and report final performance.

3. Tools & Techniques

- **Integrated Master Schedule (IMS)** – Combines project timelines for tracking
- **Issue & Risk Registers** – Manage threats and opportunities
- **Stage Gate Reviews** – Evaluate phase completion before proceeding
- **Program Status Reports** – Track KPIs, risks, earned value, benefits
- **Change Control Board (CCB)** – Governs approval of major changes
- **Lessons Learned Repository** – Captures knowledge for future programs
- **Earned Value Management (EVM)** – Tracks cost/schedule performance (SPI, CPI)
- **Stakeholder Feedback Loops** – Maintain alignment through reviews and communication

4. Outputs/Deliverables

- Program Charter
- Program Management Plan
- Integrated Schedule and Budget
- Risk Management Plan
- Quality Management Plan
- Performance and Status Reports
- Change and Issue Logs
- Transition and Closure Report
- Lessons Learned Document

5. Integration & Alignment

- Ensure component projects and operations align with the **benefits management plan**
- Link program outputs to **strategic goals** and **stakeholder expectations**
- Integrate plans with **governance, stakeholder, and benefits strategies**
- Use **monitoring tools** and **change control** to maintain cohesion

6. Common Exam Scenarios

Expect questions where you must:

- Sequence tasks in the correct program phase
- Diagnose schedule or budget variance and suggest corrective actions
- Manage interdependencies across projects within the program
- Assess the impact of a risk event or scope change
- Recommend closure actions or transitions post-delivery

7. Key Definitions to Know

- **Program Management Plan** - Integrated plan across all knowledge areas for guiding program execution and control.
- **Component Project** - Individual project or subprogram within the larger program.
- **Program Integration** - Coordinating multiple components to deliver unified value.
- **Deliverable** - Tangible or intangible product or capability produced by the program.
- **Transition Plan** - Roadmap for moving deliverables and benefits to operations.
- **Variance Analysis** - Assessment of deviation from planned schedule or budget.

4.0 Additional Topics and Requirements

In addition to mastering the **five performance domains** of the **PMI PgMP®** exam (Strategy Alignment, Benefits Management, Stakeholder Engagement, Governance, and Program Life Cycle), there are **cross-cutting knowledge areas, concepts, tools, and exam logistics** you must be familiar with. Here's a list of everything **outside the domains** that you still need to study:

4.1   PMI Talent Triangle & Leadership Skills

You're expected to understand and demonstrate:

- **Strategic and Business Management** – Aligning programs with business goals
- **Technical Program Management** – Use of tools, integration, and execution knowledge
- **Leadership** – Influencing without authority, managing conflict, and stakeholder collaboration

4.2   Organizational Structures & Program Environment

- **Organizational Structures** - Functional, matrix, and projectized organizations and how they impact program authority and decision-making.
- **Enterprise Environmental Factors (EEFs)** - Conditions like culture, infrastructure, or regulations that affect program execution.
- **Organizational Process Assets (OPAs)** - Internal documents, templates, and historical data that support program planning and execution.
- **OPM (Organizational Project Management)** - How project, program, and portfolio management interconnect to support strategy.

4.3   Financial and Quantitative Concepts

- **Cost-benefit analysis**
- **Net Present Value (NPV)**

- **Internal Rate of Return (IRR)**
- **Payback Period**
- **Return on Investment (ROI)**
- **Earned Value Management (EVM)**:
  - EV (Earned Value), PV (Planned Value), AC (Actual Cost), BAC, EAC, CPI, SPI

4.4 Integration of Program Components

- **Program vs. Project vs. Portfolio** – Be able to clearly distinguish between them
- **Component management** – Managing projects and operational work as part of a coordinated program
- **Interdependencies** – Managing sequencing, timing, and impact between components

4.5 Risk, Quality, and Change Management (Cross-cutting)

- **Risk Management** - Risk identification, quantification, response strategies, residual risks
- **Change Management** - Managing change at both the program and component level
- **Quality Management** - Ensuring program outputs and outcomes meet defined standards and stakeholder expectations

4.6 Exam-Specific Requirements & Process

- **Panel Review** - After your application is approved, a panel of certified PgMPs evaluates your program management experience before you can schedule the exam.
- **170 Questions** - 150 scored, 20 unscored pretest questions; 4-hour exam
- **Question Types** - Scenario-based, multiple choice, situational judgment
- **Score Report** - You'll be rated as Above Target, Target, Below Target, or Needs Improvement per domain
- **Renewal Requirements** - 60 PDUs every 3 years to maintain certification

4.7 Best Practices & PMI Ethical Code

- **PMI Code of Ethics and Professional Conduct** - Understand and adhere to PMI's values: Responsibility, Respect, Fairness, and Honesty
- **Best Practices in Communication** - Clarity, transparency, escalation when needed
- **Decision-making Ethics** - Balancing stakeholder interests while remaining compliant and fair

4.8 Summary Table: What Else You Need to Know

- **Leadership & Soft Skills -** Influence, negotiation, emotional intelligence
- **Organizational Knowledge -** EEFs, OPAs, OPM, structures

- **Financial Acumen -** NPV, IRR, ROI, EVM
- **Risk/Quality/Change -** Risk logs, change control, quality metrics
- **PMI Ethics** - Code of Conduct & decision-making
- **Exam Logistics** - Application, panel review, question types, scoring, renewal

5.0 PMI Talent Triangle

The **PMI Talent Triangle** is a framework created by the **Project Management Institute (PMI)** to define the ideal skill set for project, program, and portfolio managers. It recognizes that to be effective and competitive, professionals need a combination of:

The Three Sides of the PMI Talent Triangle

- **Ways of Working**
- **Power Skills**
- **Business Acumen**

5.1 Ways of Working (Formerly: Technical Project Management)

Focuses on the **tools, techniques, and approaches** used to deliver project, program, and portfolio outcomes effectively.

Includes:

- Agile, Scrum, Kanban, SAFe
- Predictive (Waterfall), Hybrid methods
- Scheduling, budgeting, risk, and quality management
- Earned Value Management (EVM)
- Tools like Jira, MS Project, Azure DevOps

✅ **Goal:** Master various ways of delivering value efficiently.

5. 2 Power Skills (Formerly: Leadership)

Emphasizes interpersonal abilities required to **inspire, lead, and guide teams** and stakeholders.

Includes:

- Communication
- Conflict resolution
- Emotional intelligence (EQ)
- Negotiation and influence
- Coaching and mentoring

- Cultural awareness and inclusion

✅ **Goal:** Build trust, align teams, and drive collaboration.

5. 3   Business Acumen (Formerly: Strategic and Business Management)

Focuses on understanding the **industry, organization, and strategy** to align project/program work with business goals.

Includes:

- Financial literacy (NPV, ROI, IRR)
- Strategic alignment
- Market awareness
- Regulatory and compliance knowledge
- Benefits realization
- Portfolio management

✅ **Goal:** Make decisions that support organizational success and long-term value.

5. 4   Why It Matters

To **maintain PMI certifications** like PMP or PgMP, you must earn **Professional Development Units (PDUs)** aligned with each of the three sides of the Talent Triangle:

Category-PDUs Required (for PMP/PgMP renewal)

- **Ways of Working -** At least 8 PDUs
- **Power Skills -** At least 8 PDUs
- **Business Acumen -** At least 8 PDUs

(With the remaining 11 PDUs in any category to meet the required 35 PDUs under "Education")

PgMP® Practice Questions

PgMP® Practice Questions (1-10)

Below is a set of **10 sample Program Management Professional (PgMP®)** exam-style questions, each with the **correct answer and a detailed explanation**. These questions align with the **PMI PgMP Exam Content Outline** and include coverage from all five domains.

1. Which of the following best describes the purpose of a Program Business Case?

A. To document all project-level schedules and budgets
B. To define the staffing plan for the program
C. To justify the investment in the program based on strategic alignment and benefits
D. To define the operational procedures for component projects

✅ **Answer: C. To justify the investment in the program based on strategic alignment and benefits**
Explanation: The program business case demonstrates how the program aligns with organizational strategy and the expected benefits to be realized. It supports decision-making on whether to initiate the program.

Domain: *Program Strategy Alignment*

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2. Who is accountable for ensuring that program benefits are sustained after program closure?

A. Program Sponsor
B. Program Manager
C. Portfolio Manager
D. Benefit Sustainment Owner

✅ **Answer: D. Benefit Sustainment Owner**
Explanation: The Benefit Sustainment Owner is responsible for maintaining and tracking the realized benefits after the program has been closed and transitioned to operations.

Domain: *Program Benefits Management*

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3. During execution, the program manager notices a component project is repeatedly missing deadlines. What should the program manager do FIRST?

A. Terminate the project and reassign resources

B. Escalate the issue to the program governance board

C. Meet with the project manager to understand root causes

D. Submit a change request to reduce scope

✅ **Answer: C. Meet with the project manager to understand root causes**

Explanation: The program manager should first assess the situation collaboratively with the project manager before escalating or taking corrective action.

Domain: *Program Life Cycle – Executing*

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4. What is a key output of program governance reviews?

A. Risk Register

B. Program Roadmap

C. Go/No-Go decisions at stage gates

D. Stakeholder Feedback Form

✅ **Answer: C. Go/No-Go decisions at stage gates**

Explanation: One key responsibility of program governance is to evaluate the program at defined control points and determine whether it should continue, be adjusted, or be terminated.

Domain: *Program Governance*

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5. During stakeholder analysis, you identify a stakeholder with high power but low interest. What engagement strategy is most appropriate?

A. Monitor

B. Manage Closely

C. Keep Satisfied

D. Keep Informed

✅ **Answer: C. Keep Satisfied**

Explanation: Stakeholders with high power and low interest should be kept satisfied, ensuring they remain supportive without overwhelming them with unnecessary detail.

Domain: *Program Stakeholder Engagement*

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6. A program is halfway through its lifecycle and is showing signs of benefits erosion. What should the program manager do next?

A. Escalate to the portfolio manager
B. Update the benefits register and continue execution
C. Conduct a benefits realization review and engage stakeholders
D. Shift unused budget to higher-priority components

✅ **Answer: C. Conduct a benefits realization review and engage stakeholders**

Explanation: The appropriate action is to evaluate current benefits realization, determine root causes of erosion, and collaborate with stakeholders on corrective actions.

Domain: *Program Benefits Management*

---

7. What is the primary role of the program roadmap?

A. To identify program risks and mitigation plans
B. To define procurement strategies and vendor engagement
C. To provide a high-level timeline of program components and milestones
D. To detail technical specifications for all deliverables

✅ **Answer: C. To provide a high-level timeline of program components and milestones**
Explanation: The program roadmap is a visual, high-level schedule showing component interdependencies and milestones that align with strategic objectives.

Domain: *Program Strategy Alignment*

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8. A key stakeholder has shifted their priorities, resulting in reduced engagement. What is the best course of action?

A. Replace the stakeholder with someone more aligned
B. Decrease communication frequency
C. Conduct a stakeholder engagement reassessment
D. Request intervention by the program sponsor

✅ **Answer: C. Conduct a stakeholder engagement reassessment**
Explanation: When engagement changes, reassessing the stakeholder's influence, interest, and required communication approach is the appropriate next step.

Domain: *Program Stakeholder Engagement*

9. Which of the following is NOT a typical reason for a program change request?

A. A shift in strategic objectives
B. Realization of unexpected benefits
C. Discovery of new compliance requirements
D. The team's desire to try a new technology

✅ **Answer: D. The team's desire to try a new technology**

Explanation: While innovation is encouraged, change requests must be tied to strategic or operational needs, not preferences. Innovation should be balanced with governance and value delivery.

Domain: *Program Life Cycle – Controlling*

---

10. What is the key difference between a program and a portfolio?

A. Programs are ongoing, portfolios are temporary
B. Programs manage operations, portfolios manage projects
C. Programs focus on related components; portfolios focus on strategic objectives across unrelated initiatives
D. Portfolios are managed by the Scrum Master

✅ **Answer: C. Programs focus on related components; portfolios focus on strategic objectives across unrelated initiatives**

Explanation: Programs coordinate related projects and activities to achieve common benefits, while portfolios manage a mix of programs and projects aligned with overall strategy, regardless of interdependencies.

Domain: *Cross-cutting knowledge*

PgMP® Practice Questions (11–30)

11. Which document defines the roles, responsibilities, and authority of the program manager and other key stakeholders?

A. Program Business Case
B. Program Charter
C. Program Governance Plan
D. Stakeholder Register

✅ **Answer: B. Program Charter**

Explanation: The Program Charter formally authorizes the program and outlines high-level scope, roles, authority, and alignment with organizational strategy.

Domain: *Program Strategy Alignment*

---

12. What is the best method for tracking and analyzing program-level risks and their impact across components?

A. Issue Log
B. Component Risk Registers
C. Integrated Program Risk Register
D. Lessons Learned Repository

✅ **Answer: C. Integrated Program Risk Register**

Explanation: This register consolidates and evaluates risks from all components at the program level, allowing better oversight and mitigation.

Domain: *Program Life Cycle – Controlling*

---

13. Which of the following is the BEST description of a benefit?

A. A technical improvement delivered by a component
B. A financial profit from project completion
C. A measurable gain from outcomes that align with strategic objectives
D. Any completed deliverable from a project

✅ **Answer: C. A measurable gain from outcomes that align with strategic objectives**

Explanation: A benefit is the value realized from program outcomes, measured against organizational goals (e.g., cost savings, market share).

14. What should a program manager do if a component's scope begins to overlap with another component?

A. Notify the steering committee
B. Allow the overlap for flexibility
C. Consolidate both components
D. Assess interdependencies and realign scope

✅ **Answer: D. Assess interdependencies and realign scope**

Explanation: The program manager must evaluate overlaps and ensure that scopes are well-defined and aligned to prevent duplication and confusion.

Domain: *Program Life Cycle – Executing*

15. During a governance board review, a component is flagged for poor performance. What is the board MOST likely to request?

A. Replacement of the program manager
B. Program rechartering
C. A recovery plan from the project manager
D. Budget reallocation to other components

✅ **Answer: C. A recovery plan from the project manager**

Explanation: Governance reviews may result in requests for corrective actions like recovery plans to realign performance.

Domain: *Program Governance*

16. Which artifact helps visualize how projects, outputs, outcomes, and benefits are linked?

A. Product Roadmap
B. Benefit Dependency Map
C. Gantt Chart
D. RACI Matrix

✅ **Answer: B. Benefit Dependency Map**

Explanation: A Benefit Dependency Map (BDM) connects enabling projects to intermediate and end benefits, showing their strategic linkages.

Domain: *Program Benefits Management*

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17. What is the primary focus of stakeholder engagement in a program environment?

A. Securing additional resources
B. Delivering reports to executives
C. Gaining commitment and managing expectations
D. Approving component budgets

✅ **Answer: C. Gaining commitment and managing expectations**

Explanation: Effective stakeholder engagement ensures sustained support and alignment throughout the program lifecycle.

Domain: *Program Stakeholder Engagement*

---

18. What should be done when transitioning completed benefits to operations?

A. Conduct a closing ceremony
B. Archive project records
C. Develop a sustainment plan and assign benefit owners
D. Reassign the component teams

✅ **Answer: C. Develop a sustainment plan and assign benefit owners**

Explanation: Transition planning ensures benefits continue to be tracked and managed after program closure.

Domain: *Program Benefits Management*

---

19. How does the program manager ensure alignment with strategic goals over time?

A. Weekly status meetings
B. Frequent benefits realization reviews and roadmap updates
C. Change control board approval for new features
D. Portfolio rebalancing

✅ **Answer: B. Frequent benefits realization reviews and roadmap updates**

Explanation: Strategic alignment must be continuously reviewed and adjusted based on organizational changes and benefit delivery status.

Domain: *Program Strategy Alignment*

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20. Which metric indicates whether benefits are being realized as expected?

A. Earned Value
B. KPI Trends
C. Budget Variance
D. Schedule Performance Index

✅ **Answer: B. KPI Trends**

Explanation: KPIs linked to benefits (e.g., customer retention, market share) help track realization progress over time.

Domain: *Program Benefits Management*

---

21. A stakeholder consistently disrupts governance decisions. What should the program manager do FIRST?

A. Escalate to the sponsor
B. Remove the stakeholder from the board
C. Address the behavior using conflict resolution techniques
D. Ignore the behavior unless it violates policy

✅ **Answer: C. Address the behavior using conflict resolution techniques**

Explanation: The program manager should use interpersonal and leadership skills to resolve the conflict before escalating.

Domain: *Program Stakeholder Engagement*

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22. A component team is requesting additional resources due to underestimated effort. What should the program manager do?

A. Approve the request immediately
B. Escalate to portfolio governance

C. Evaluate the impact on program constraints and benefits

D. Reduce the scope of other components

✅ **Answer: C. Evaluate the impact on program constraints and benefits**

Explanation: The program manager must analyze implications on schedule, budget, and value before approving resource changes.

Domain: *Program Life Cycle – Controlling*

---

23. Which of the following is NOT typically part of the Program Management Plan?

A. Benefits Realization Plan

B. Communications Plan

C. Procurement Plan

D. Individual Team Schedules

✅ **Answer: D. Individual Team Schedules**

Explanation: The Program Management Plan integrates high-level plans, not detailed project schedules, which are managed at the component level.

Domain: *Program Life Cycle – Planning*

---

24. What is the most appropriate response to identifying emerging, unplanned benefits?

A. Reject them

B. Capture and evaluate them through the benefit management process

C. Add them to the program charter

D. Assign them to component managers immediately

✅ **Answer: B. Capture and evaluate them through the benefit management process**

Explanation: Emerging benefits should be treated like planned ones—evaluated, documented, and integrated if aligned with strategy.

Domain: *Program Benefits Management*

---

25. Which document outlines how performance will be monitored, reported, and reviewed across components?

A. Governance Plan

B. Performance Baseline

C. Monitoring and Control Plan

D. Program Management Plan

✅ **Answer: A. Governance Plan**

Explanation: The Governance Plan defines reporting structure, frequency, metrics, and escalation paths.

Domain: *Program Governance*

---

26. What tool helps identify who is responsible, accountable, consulted, and informed for program tasks?

A. PERT Chart

B. Pareto Diagram

C. RACI Matrix

D. Work Breakdown Structure

✅ **Answer: C. RACI Matrix**

Explanation: The RACI matrix clarifies stakeholder roles in program activities, aiding in communication and governance.

Domain: *Program Stakeholder Engagement*

---

27. Which situation best illustrates the need for a program over a single project?

A. A project requiring over $1M in funding

B. A collection of related projects delivering coordinated benefits

C. A large construction project with multiple phases

D. A short-term IT implementation with fixed scope

✅ **Answer: B. A collection of related projects delivering coordinated benefits**

Explanation: Programs manage related components whose interdependencies and collective outcomes contribute to strategic goals.

Domain: *Program Strategy Alignment*

---

28. What is the primary purpose of conducting a post-program review?

A. Assign new component managers

B. Reallocate unused budget

C. Identify lessons learned and confirm benefits realization

D. Disband the team

✅ **Answer: C. Identify lessons learned and confirm benefits realization**

Explanation: Post-program reviews ensure closure activities are complete and organizational knowledge is captured.

Domain: *Program Life Cycle – Closing*

---

29. What is a key function of the program governance board?

A. Defining daily tasks for the project managers

B. Delivering the program components

C. Ensuring compliance with policies and authorizing key decisions

D. Writing the component-level business case

✅ **Answer: C. Ensuring compliance with policies and authorizing key decisions**
Explanation: The board oversees strategic alignment, compliance, and provides high-level direction and decisions.

Domain: *Program Governance*

---

30. A project manager insists on using a different risk response method than what's defined in the program's plan. What should the program manager do?

A. Allow flexibility at the component level

B. Reassign the project

C. Align risk response to program-level strategy and guide the PM

D. Update the program plan to match the project

✅ **Answer: C. Align risk response to program-level strategy and guide the PM**
Explanation: Risk approaches must be consistent across components to support integrated risk management.

Domain: *Program Life Cycle – Executing*

PgMP® Practice Questions (31–50)

31. A critical component is delayed, affecting multiple dependent components. What is the program manager's BEST response?

A. Update the component schedule and notify stakeholders
B. Issue a change request to remove dependent tasks
C. Re-sequence affected components and revise the integrated master schedule
D. Ask component managers to adjust scope individually

✅ **Answer: C. Re-sequence affected components and revise the integrated master schedule**
Explanation: The integrated schedule is essential for managing interdependencies. Re-sequencing ensures alignment with program-level milestones.

Domain: *Program Life Cycle – Controlling*

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32. The organization merges with another company. Which artifact should be reviewed first to assess impact on the program?

A. Issue Log
B. Governance Plan
C. Benefits Management Plan
D. Business Case

✅ **Answer: D. Business Case**
Explanation: The business case reflects strategic alignment. If the strategy shifts, the justification for the program may no longer be valid.

Domain: *Program Strategy Alignment*

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33. A component project is delivering early but deviating from the agreed-upon architecture. What should the program manager do FIRST?

A. Praise the team for early delivery
B. Accept the changes if benefits are unchanged
C. Escalate to the sponsor
D. Assess impact on integration and benefits realization

✅ **Answer: D. Assess impact on integration and benefits realization**

Explanation: Early delivery is positive only if it supports overall integration and benefits. Deviations must be evaluated holistically.

Domain: *Program Life Cycle – Executing*

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34. Which of the following is an example of emergent program risk?

A. Resource constraints identified during planning
B. Schedule delays due to underestimated effort
C. New regulatory requirements introduced mid-program
D. Budget overrun due to scope creep

✅ **Answer: C. New regulatory requirements introduced mid-program**

Explanation: Emergent risks are unpredictable events discovered after planning, such as new laws or regulations.

Domain: *Program Governance*

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35. A stakeholder demands scope expansion without additional funding. What should the program manager do?

A. Approve the scope change and adjust timelines
B. Reject the request and escalate to governance
C. Evaluate the impact on benefits and escalate to the change control board
D. Accept the change if the team can absorb the work

✅ **Answer: C. Evaluate the impact on benefits and escalate to the change control board**

Explanation: Scope changes must be assessed for impact and routed through the change control process for formal decision-making.

Domain: *Program Life Cycle – Controlling*

---

36. Which tool best supports evaluation of overlapping stakeholder interests, legitimacy, and urgency?

A. Power/Interest Grid
B. Stakeholder Engagement Matrix

C. RACI Chart
D. Salience Model

✅ **Answer: D. Salience Model**

Explanation: The Salience Model considers power, legitimacy, and urgency to prioritize stakeholder engagement.

Domain: *Program Stakeholder Engagement*

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37. What is the primary purpose of program-level change management planning?

A. Ensure that technical updates are communicated
B. Control configuration and versioning
C. Govern how program scope and requirements changes are evaluated, approved, and implemented
D. Track developer feedback during sprints

✅ **Answer: C. Govern how program scope and requirements changes are evaluated, approved, and implemented**

Explanation: Program change management ensures that change decisions are strategically aligned and systematically handled.

Domain: *Program Life Cycle – Planning*

---

38. How does the program manager ensure that lessons learned are retained organizationally?

A. Present findings to the project team
B. Submit lessons learned to the PMO knowledge repository
C. Archive documents on the project server
D. Distribute lessons via email

✅ **Answer: B. Submit lessons learned to the PMO knowledge repository**

Explanation: Lessons must be stored in an accessible format within the organizational knowledge base for reuse in future programs.

Domain: *Program Life Cycle – Closing*

---

39. What distinguishes a program roadmap from a component schedule?

A. It is updated only during governance reviews

B. It includes costs and KPIs

C. It shows strategic alignment and sequencing across components

D. It is used solely by the program sponsor

✅ **Answer: C. It shows strategic alignment and sequencing across components**

Explanation: A roadmap is a high-level timeline of milestones across components that visualizes their alignment to strategy.

Domain: *Program Strategy Alignment*

---

40. What is the BEST way to handle stakeholder resistance to a newly realized benefit that changes existing business processes?

A. Modify the benefit metrics

B. Delay deployment

C. Use change management practices to align expectations

D. Remove the benefit from the plan

✅ **Answer: C. Use change management practices to align expectations**

Explanation: Resistance must be addressed through stakeholder engagement, communication, and readiness planning.

Domain: *Program Stakeholder Engagement*

---

41. A key supplier fails to meet contractual obligations. What governance tool is most useful in determining a response?

A. Risk Register

B. Communications Management Plan

C. Procurement Strategy

D. Stage Gate Criteria

✅ **Answer: D. Stage Gate Criteria**

Explanation: Stage gates help assess whether a program or component should proceed, be modified, or be terminated—especially when critical dependencies fail.

Domain: *Program Governance*

---

42. Which of the following is the BEST indicator that program benefits are at risk?

A. A high number of technical defects in testing
B. Schedule delays in non-critical path components
C. Negative variance in stakeholder satisfaction KPIs
D. Reduced velocity in Agile teams

✅ **Answer: C. Negative variance in stakeholder satisfaction KPIs**

Explanation: Benefits are measured by KPIs. Deviation from expected metrics signals risks to value realization.

Domain: *Program Benefits Management*

---

43. During program execution, a component project experiences scope creep. What is the likely program-level risk?

A. Unmet compliance requirements
B. Misalignment with program objectives
C. Increased team velocity
D. Improved customer satisfaction

✅ **Answer: B. Misalignment with program objectives**

Explanation: Scope creep at the component level can cause divergence from the program's strategic goals.

Domain: *Program Life Cycle – Executing*

---

44. A benefit was realized earlier than planned. What should the program manager do?

A. Mark the program complete
B. Transition the benefit to the sustainment owner and update the benefits register
C. Pause work on the benefit area
D. Start closing the program

✅ **Answer: B. Transition the benefit to the sustainment owner and update the benefits register**

Explanation: Realized benefits should be formally handed off for sustainment and documented for tracking and review.

Domain: *Program Benefits Management*

45. The program manager receives conflicting reports from two component project managers. What is the BEST course of action?

A. Choose the more optimistic report
B. Delay reporting to stakeholders
C. Meet with both managers to align on a common understanding
D. Escalate the issue to the sponsor

✅ **Answer: C. Meet with both managers to align on a common understanding**
Explanation: The program manager must ensure data integrity and alignment across components before escalating or reporting.

Domain: *Program Life Cycle – Controlling*

46. What does the Program Governance Board do during program closure?

A. Review team performance metrics
B. Approve final resource reallocation
C. Confirm benefits realization and sign off on closure
D. Assign new project managers

✅ **Answer: C. Confirm benefits realization and sign off on closure**
Explanation: The governance board ensures program objectives have been met before authorizing formal closure.

Domain: *Program Governance*

47. Which of the following is MOST important when integrating Agile and Waterfall components in a program?

A. Delivering all components at the same pace
B. Ensuring consistent terminology
C. Aligning delivery cadences to program-level milestones and benefits
D. Rewriting all plans to match Agile methods

✅ **Answer: C. Aligning delivery cadences to program-level milestones and benefits**
Explanation: Integration across methodologies requires coordination to ensure timing aligns with benefit delivery.

---

48. The program manager is preparing the Program Management Plan. What approach should be used?

A. Include only governance and schedule

B. Aggregate high-level summaries from component project plans

C. Develop it independently from the component teams

D. Focus only on benefits management and budgeting

✅ Answer: B. Aggregate high-level summaries from component project plans

Explanation: The program plan integrates component-level plans at a strategic level for oversight and coordination.

Domain: *Program Life Cycle – Planning*

---

49. A component project consistently delivers late but meets quality standards. What is the key risk?

A. Budget overrun

B. Negative stakeholder perception of program reliability

C. Program scope increase

D. Program schedule shortening

✅ Answer: B. Negative stakeholder perception of program reliability

Explanation: Consistent delays undermine confidence in the program and may affect stakeholder engagement and future support.

Domain: *Program Stakeholder Engagement*

---

50. What is a key role of the Program Manager in benefits realization?

A. Ensure all components deliver technical specifications

B. Track project-level deliverables only

C. Monitor KPIs and adjust program strategy to sustain benefits

D. Delegate benefit measurement to the finance team

✅ **Answer: C. Monitor KPIs and adjust program strategy to sustain benefits**

Explanation: The program manager is accountable for tracking benefit realization and ensuring alignment with strategy.

Domain: *Program Benefits Management*

PgMP® Practice Questions (51–70)

51. What is the main purpose of the program benefits realization plan?

A. To estimate program costs
B. To define project-level scope
C. To describe how and when benefits will be delivered and measured
D. To detail resource acquisition strategy

✅ **Answer: C. To describe how and when benefits will be delivered and measured**
Explanation: The benefits realization plan defines how benefits will be tracked, when they will be realized, and how they align with strategic goals.

Domain: *Program Benefits Management*

---

52. What is a key indicator that a program should be closed?

A. Component projects are running efficiently
B. The program has delivered all planned benefits
C. Stakeholders are asking for new functionality
D. The program manager is reassigned

✅ **Answer: B. The program has delivered all planned benefits**
Explanation: Once all intended benefits are realized and no further strategic value can be added, the program should be closed.

Domain: *Program Life Cycle – Closing*

---

53. Which of the following is a key component of the program governance model?

A. Daily standups
B. Benefits tracking KPIs

C. Escalation paths for decision-making

D. User story prioritization

✅ **Answer: C. Escalation paths for decision-making**

Explanation: The governance model defines who makes decisions and when escalation is required for strategic alignment.

Domain: *Program Governance*

---

54. How should the program manager manage competing stakeholder expectations?

A. Prioritize the most powerful stakeholder

B. Ignore conflicts unless escalated

C. Facilitate consensus and document decisions

D. Default to the governance board

✅ **Answer: C. Facilitate consensus and document decisions**

Explanation: Stakeholder engagement requires diplomacy and documentation of shared agreements to manage expectations effectively.

Domain: *Program Stakeholder Engagement*

---

55. A new component is proposed that aligns with the program vision but exceeds the budget. What should the program manager do?

A. Approve it since it aligns with strategy

B. Reject it due to budget constraints

C. Evaluate its impact and submit a business case for governance review

D. Reduce scope from existing components to fund it

✅ **Answer: C. Evaluate its impact and submit a business case for governance review**

Explanation: Strategic additions must be assessed for value and alignment, then formally proposed through governance channels.

Domain: *Program Strategy Alignment*

---

56. What should a program manager do if component performance reports contain conflicting data?

A. Average the values

B. Escalate to the PMO

C. Conduct a reconciliation meeting with component leads

D. Disregard the reports and use estimates

✅ **Answer: C. Conduct a reconciliation meeting with component leads**

Explanation: Data inconsistencies should be addressed collaboratively to ensure integrity and accurate decision-making.

Domain: *Program Life Cycle – Controlling*

---

57. A key benefit is at risk due to regulatory changes. What is the program manager's FIRST step?

A. Remove the benefit from the program

B. Conduct a risk analysis and consult stakeholders

C. Cancel the affected component

D. Ignore the change until more details are available

✅ **Answer: B. Conduct a risk analysis and consult stakeholders**

Explanation: When external changes impact benefits, a structured analysis and stakeholder engagement is essential.

Domain: *Program Benefits Management*

---

58. What is the role of the program manager in developing the program roadmap?

A. Define project tasks and deadlines

B. Coordinate input from component managers and align with strategy

C. Approve budgets for each milestone

D. Validate test results

✅ **Answer: B. Coordinate input from component managers and align with strategy**

Explanation: The roadmap provides a strategic, high-level view of component delivery and milestones, created with stakeholder input.

Domain: *Program Strategy Alignment*

---

59. Which of the following describes a benefit profile?

A. A list of project-level deliverables

B. The historical record of previous programs

C. A document outlining the owner, timeline, and KPIs of a specific benefit

D. The project manager's resume

✅ **Answer: C. A document outlining the owner, timeline, and KPIs of a specific benefit**

Explanation: A benefit profile captures detailed information used to track and manage each program benefit.

Domain: *Program Benefits Management*

---

60. What is the BEST method for gaining consensus among stakeholders on program direction?

A. Voting

B. One-on-one conversations

C. Facilitated workshops and collaborative planning sessions

D. Sending a formal memo with decisions

✅ **Answer: C. Facilitated workshops and collaborative planning sessions**

Explanation: Collaborative sessions foster alignment and shared ownership of strategic direction.

Domain: *Program Stakeholder Engagement*

---

61. What is the output of the program initiation phase?

A. Program governance model

B. Program Charter

C. Program Benefits Register

D. Project schedule

✅ **Answer: B. Program Charter**

Explanation: The Program Charter authorizes the program and sets the foundation for detailed planning.

Domain: *Program Life Cycle – Initiating*

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62. What defines the threshold for acceptable program performance?

A. Risk tolerance

B. Baseline metrics

C. Stakeholder feedback

D. Status reports

✅ **Answer: B. Baseline metrics**

Explanation: Baselines provide measurable standards used to assess whether performance is within acceptable limits.

Domain: *Program Life Cycle – Controlling*

---

63. If stakeholders are unclear about program objectives, what should the program manager do?

A. Refer them to the component project managers

B. Communicate the roadmap and how it aligns with strategic goals

C. Ask governance to clarify objectives

D. Adjust objectives to satisfy each stakeholder

✅ **Answer: B. Communicate the roadmap and how it aligns with strategic goals**

Explanation: The roadmap helps illustrate strategic intent and delivery flow for stakeholder clarity.

Domain: *Program Stakeholder Engagement*

---

64. What is the benefit of having stage gate reviews?

A. Reduce program duration

B. Validate technical decisions

C. Evaluate progress and authorize continuation

D. Monitor individual performance

✅ **Answer: C. Evaluate progress and authorize continuation**

Explanation: Stage gates ensure components are progressing and still aligned with strategic goals before proceeding.

Domain: *Program Governance*

---

65. Which metric is used to track cost efficiency in earned value analysis?

A. SPI

B. CPI

C. IRR

D. ROI

✅ **Answer: B. CPI (Cost Performance Index)**

Explanation: CPI = EV/AC and indicates how efficiently the program is using its budget.

Domain: *Cross-cutting Knowledge*

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66. How is program risk different from project risk?

A. It is more technical

B. It focuses on regulatory issues

C. It spans multiple components and impacts overall benefits

D. It is assigned only to the PMO

✅ **Answer: C. It spans multiple components and impacts overall benefits**

Explanation: Program risk involves broader issues that can affect strategic objectives and cross-component success.

Domain: *Program Life Cycle – Controlling*

---

67. The program has entered closure. What is the first action the program manager should take?

A. Release all team members

B. Confirm that benefits have been realized or transitioned

C. Destroy confidential data

D. Send a closing announcement

✅ **Answer: B. Confirm that benefits have been realized or transitioned**

Explanation: Benefit realization or transition is a key closure criterion before releasing resources or ending operations.

Domain: *Program Life Cycle – Closing*

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68. A program component has successfully transitioned its deliverables to operations. What should happen next?

A. Close the program

B. Remove the component team

C. Update the benefits register and track outcomes

D. Begin the next Sprint

✅ **Answer: C. Update the benefits register and track outcomes**

Explanation: After transition, the program must continue to monitor whether benefits are being realized as planned.

Domain: *Program Benefits Management*

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69. What is the purpose of the stakeholder register?

A. Track resource usage

B. Log issues related to delivery

C. Identify and assess stakeholder influence and engagement strategy

D. Store contracts and procurement details

✅ **Answer: C. Identify and assess stakeholder influence and engagement strategy**

Explanation: The stakeholder register is used to plan communication and manage stakeholder relationships based on interest and influence.

Domain: *Program Stakeholder Engagement*

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70. What distinguishes a benefit from an output?

A. A benefit is produced by the vendor

B. An output is used internally

C. A benefit is a measurable value tied to business goals; an output is a deliverable

D. A benefit is created by the project team

✅ **Answer: C. A benefit is a measurable value tied to business goals; an output is a deliverable**

Explanation: Outputs (e.g., products, systems) enable outcomes that lead to benefits (e.g., cost savings, increased efficiency).

Domain: *Program Benefits Management*

Perfect! Here's the next set: **PgMP® Practice Questions 71–90**, each with the **correct answer and explanation**.

PgMP® Practice Questions (71–90)

71. Which role is primarily responsible for authorizing component initiation within a program?

A. Project Manager
B. Program Sponsor
C. Program Governance Board
D. Program Manager

✅ **Answer: D. Program Manager**

Explanation: The program manager authorizes components and ensures they align with program objectives.

Domain: *Program Life Cycle – Executing*

72. A program component is delivering value but operating outside defined constraints. What should the program manager do?

A. Ignore the issue if benefits are positive
B. Terminate the component
C. Conduct a risk and compliance review
D. Escalate directly to the steering committee

✅ **Answer: C. Conduct a risk and compliance review**

Explanation: Delivering value is important, but compliance with constraints and governance must be maintained.

Domain: *Program Governance*

73. What is the primary difference between a program and a portfolio?

A. Programs focus on governance, portfolios focus on delivery
B. Programs are temporary, portfolios are ongoing
C. Programs have related components, portfolios may not
D. Portfolios are managed by the PMO only

✅ **Answer: C. Programs have related components, portfolios may not**

Explanation: Programs manage related efforts to achieve a common goal; portfolios may group unrelated programs and projects.

Domain: *Cross-cutting Knowledge*

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74. Who is responsible for identifying and engaging sustainment owners during program transition?

A. Component Project Manager
B. Product Owner
C. Program Manager
D. Governance Board

✅ **Answer: C. Program Manager**

Explanation: The program manager coordinates transition activities, including assigning benefit sustainment ownership.

Domain: *Program Life Cycle – Closing*

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75. What tool can the program manager use to manage stakeholder communication preferences and influence?

A. KPI Dashboard
B. Communications Matrix
C. Responsibility Assignment Matrix
D. Product Breakdown Structure

✅ **Answer: B. Communications Matrix**

Explanation: A communications matrix outlines what stakeholders need to know, when, and how they prefer to receive updates.

Domain: *Program Stakeholder Engagement*

---

76. Which statement about the Program Management Plan is correct?

A. It replaces all component project plans
B. It outlines how the program will be executed, monitored, and closed

C. It is not needed if a PMO is in place

D. It is created after all components are delivered

✅ **Answer: B. It outlines how the program will be executed, monitored, and closed**

Explanation: This plan provides the integrated blueprint for managing the entire program life cycle.

Domain: *Program Life Cycle – Planning*

---

77. Which of the following BEST reflects the concept of benefit sustainment?

A. Delivering benefits within the planned budget

B. Tracking ongoing benefit realization after program closure

C. Completing all planned deliverables

D. Scheduling benefits for the next roadmap phase

✅ **Answer: B. Tracking ongoing benefit realization after program closure**

Explanation: Benefits must be sustained beyond program execution, often by operational teams.

Domain: *Program Benefits Management*

---

78. A stakeholder frequently changes priorities, causing disruption. What should the program manager do FIRST?

A. Remove the stakeholder from the engagement plan

B. Escalate to the program sponsor

C. Facilitate a discussion to understand the changing needs

D. Ignore the stakeholder's input

✅ **Answer: C. Facilitate a discussion to understand the changing needs**

Explanation: Engaging the stakeholder and understanding their evolving priorities is key to maintaining alignment.

Domain: *Program Stakeholder Engagement*

---

79. A component team requests to change a product feature. How should the program manager respond?

A. Automatically approve the request

B. Defer to the component project manager

C. Evaluate the impact on benefits and dependencies

D. Ask the PMO for a technical review

✅ **Answer: C. Evaluate the impact on benefits and dependencies**

Explanation: Changes should be assessed for program-level impact before approval.

Domain: *Program Life Cycle – Controlling*

---

80. What is the key focus of the "Program Life Cycle – Executing" domain?

A. Initiating all component projects at once

B. Controlling cost overruns

C. Delivering program outcomes through coordinated execution of components

D. Closing component contracts

✅ **Answer: C. Delivering program outcomes through coordinated execution of components**

Explanation: Execution focuses on integration and coordination to achieve desired outcomes.

Domain: *Program Life Cycle – Executing*

---

81. The program manager is conducting a post-program review. What is a key focus area?

A. Component team reassignment

B. Benefit realization against planned outcomes

C. Scheduling follow-up meetings

D. Updating the risk register

✅ **Answer: B. Benefit realization against planned outcomes**

Explanation: Post-program reviews verify whether planned benefits were realized and identify lessons learned.

Domain: *Program Life Cycle – Closing*

---

82. What distinguishes program-level procurement planning from project-level planning?

A. It includes only vendor selection

B. It focuses on cost per task

C. It considers long-term contractual alignment across components
D. It avoids formal documentation

✅ **Answer: C. It considers long-term contractual alignment across components**
Explanation: Program-level procurement addresses shared contracts, economies of scale, and cross-component coordination.

Domain: *Program Life Cycle – Planning*

---

83. How should emergent benefits be managed?

A. Add them to the roadmap without validation
B. Disregard them as out of scope
C. Evaluate and include them if aligned with strategic goals
D. Hand them off to portfolio management

✅ **Answer: C. Evaluate and include them if aligned with strategic goals**
Explanation: Emergent benefits should be assessed for value and alignment before being added.

Domain: *Program Benefits Management*

---

84. A new risk emerges that affects multiple components. What should the program manager do FIRST?

A. Assign the risk to a component team
B. Add it to the issue log
C. Assess the risk's impact at the program level and update the program risk register
D. Transfer the risk to operations

✅ **Answer: C. Assess the risk's impact at the program level and update the program risk register**
Explanation: Cross-component risks must be evaluated and tracked at the program level.

Domain: *Program Life Cycle – Controlling*

---

85. Who is responsible for approving component-level scope changes?

A. Program manager alone
B. Component sponsor

C. Governance board or change control board

D. Product team lead

✅ **Answer: C. Governance board or change control board**

Explanation: Changes with potential program-wide impact must go through formal governance channels.

Domain: *Program Governance*

---

86. A component is completed, but the associated benefit is not being realized. What should the program manager do?

A. Reopen the component

B. Review the benefit profile and investigate causes

C. Close the program immediately

D. Mark the benefit as failed

✅ **Answer: B. Review the benefit profile and investigate causes**

Explanation: The program manager must determine if operational, adoption, or quality issues are preventing benefit realization.

Domain: *Program Benefits Management*

---

87. What is a common indicator of weak governance in a program?

A. Frequent stakeholder engagement

B. High turnover in the project team

C. Lack of documented escalation paths

D. Component milestones being met

✅ **Answer: C. Lack of documented escalation paths**

Explanation: Governance requires clear roles, responsibilities, and decision-making structures.

Domain: *Program Governance*

---

88. What is the best way to align program delivery with evolving strategy?

A. Extend the schedule to accommodate changes

B. Conduct regular roadmap reviews and benefits evaluations

C. Freeze the scope

D. Use predictive planning methods only

✅ **Answer: B. Conduct regular roadmap reviews and benefits evaluations**

Explanation: Ongoing alignment is achieved through structured assessments and strategy validation.

Domain: *Program Strategy Alignment*

---

89. What should the program manager include in the final program report?

A. Detailed test cases

B. Budget forecasts for the next fiscal year

C. Benefit realization summary, lessons learned, and performance outcomes

D. Component-level Gantt charts

✅ **Answer: C. Benefit realization summary, lessons learned, and performance outcomes**

Explanation: Final reports communicate whether strategic goals were met and capture value delivered.

Domain: *Program Life Cycle – Closing*

---

90. How should a program manager approach conflicting stakeholder KPIs?

A. Choose the most important KPI

B. Escalate to portfolio management

C. Facilitate prioritization discussions and align KPIs with program goals

D. Use average performance across KPIs

✅ **Answer: C. Facilitate prioritization discussions and align KPIs with program goals**

Explanation: Conflicting KPIs should be reconciled through stakeholder alignment and strategic prioritization.

Domain: *Program Stakeholder Engagement*

PgMP® Practice Questions (91–110)

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91. Which document would you use to identify dependencies between components?

A. Communications Plan
B. RACI Matrix
C. Program Roadmap
D. Stakeholder Register

✅ **Answer: C. Program Roadmap**

Explanation: The roadmap visually shows the sequence and dependencies between components aligned to strategic goals.

Domain: *Program Strategy Alignment*

---

92. A component's delay may cause a program-level milestone to slip. What should the program manager do FIRST?

A. Escalate to the sponsor
B. Reassign the team
C. Conduct impact analysis and coordinate recovery with stakeholders
D. Revise all component schedules

✅ **Answer: C. Conduct impact analysis and coordinate recovery with stakeholders**
Explanation: The program manager must assess the impact and develop a coordinated response.

Domain: *Program Life Cycle – Controlling*

---

93. What is the key purpose of a stakeholder engagement strategy?

A. To manage daily tasks
B. To define salary levels
C. To ensure stakeholder support, alignment, and communication
D. To create the business case

✅ **Answer: C. To ensure stakeholder support, alignment, and communication**
Explanation: Engagement strategies aim to secure stakeholder commitment and manage expectations.

Domain: *Program Stakeholder Engagement*

---

94. A program team is unclear on who approves scope changes. What is the root issue?

A. Inadequate charter

B. Poor communication skills

C. Undefined governance model

D. Incorrect risk assessment

✅ **Answer: C. Undefined governance model**

Explanation: The governance model defines roles, responsibilities, and escalation paths for key decisions.

Domain: *Program Governance*

---

95. Which of the following best reflects a leading indicator of benefit risk?

A. Delay in stakeholder onboarding

B. Missed final project milestone

C. Updated organizational strategy

D. Reduced benefit KPI performance during execution

✅ **Answer: D. Reduced benefit KPI performance during execution**

Explanation: Early KPI deviations indicate future problems with benefit realization.

Domain: *Program Benefits Management*

---

96. What is the primary use of the Program Benefits Register?

A. Capture risks

B. Record earned value

C. Track each benefit's owner, realization status, and metrics

D. Define team assignments

✅ **Answer: C. Track each benefit's owner, realization status, and metrics**

Explanation: The benefits register provides ongoing tracking of value delivery across the program.

Domain: *Program Benefits Management*

---

97. How can a program manager proactively manage scope alignment across components?

A. By reviewing contracts

B. By conducting regular integrated planning sessions

C. By outsourcing components
D. By delaying component execution

☑️ **Answer: B. By conducting regular integrated planning sessions**

Explanation: Coordination and alignment require active planning with all component stakeholders.

Domain: *Program Life Cycle – Planning*

---

98. During execution, one project's deliverables are no longer needed due to a strategy shift. What should the program manager do?

A. Complete the project anyway
B. Cancel the project and reallocate resources
C. Wait for the sponsor's direction
D. Create new deliverables quickly

☑️ **Answer: B. Cancel the project and reallocate resources**

Explanation: If a component no longer supports strategic objectives, it should be terminated and resources redirected.

Domain: *Program Strategy Alignment*

---

99. The program sponsor asks for monthly status reports. What is the best tool to provide insights?

A. Gantt chart
B. Earned value tables only
C. Dashboard with KPIs, risks, and benefits summary
D. Team meeting minutes

☑️ **Answer: C. Dashboard with KPIs, risks, and benefits summary**

Explanation: Dashboards provide high-level visibility and insights into program health.

Domain: *Program Governance*

---

100. What is the role of the Program Steering Committee?

A. Execute program tasks

B. Manage change requests

C. Provide oversight, direction, and decision-making at key points

D. Resolve internal team conflicts

✅ **Answer: C. Provide oversight, direction, and decision-making at key points**

Explanation: The steering committee plays a governance role, ensuring alignment and accountability.

Domain: *Program Governance*

---

101. Which of the following best defines program performance metrics?

A. Earned value data only

B. Business case assumptions

C. KPIs tied to strategic objectives and benefits

D. Component Gantt charts

✅ **Answer: C. KPIs tied to strategic objectives and benefits**

Explanation: Performance is evaluated through KPIs that align with benefits and strategic goals.

Domain: *Program Benefits Management*

---

102. A stakeholder is unaware of recent changes in the program. What does this indicate?

A. Risk register is outdated

B. Improper configuration management

C. Inadequate stakeholder communication plan

D. Poor vendor engagement

✅ **Answer: C. Inadequate stakeholder communication plan**

Explanation: Stakeholders should be informed through defined communication channels based on their influence and interest.

Domain: *Program Stakeholder Engagement*

---

103. What is a key element of a successful transition plan?

A. Work breakdown structure

B. Benefit KPI thresholds

C. Sustainment owner assignment

D. Change control process

✅ **Answer: C. Sustainment owner assignment**

Explanation: Benefits must be transitioned to sustainment owners to ensure continued value after program closure.

Domain: *Program Life Cycle – Closing*

---

104. A stakeholder challenges the value of a delivered benefit. What should the program manager do?

A. Escalate immediately

B. Recalculate financials

C. Revisit the benefit profile and align with stakeholder expectations

D. Remove the benefit from the register

✅ **Answer: C. Revisit the benefit profile and align with stakeholder expectations**

Explanation: Benefit profiles document value, ownership, and metrics. Revalidation ensures shared understanding.

Domain: *Program Benefits Management*

---

105. What is the purpose of integrated change control in a program?

A. Track employee vacation

B. Analyze cost-only impacts

C. Evaluate, approve, and document changes affecting components or the program

D. Perform code reviews

✅ **Answer: C. Evaluate, approve, and document changes affecting components or the program**

Explanation: Integrated change control ensures that change is aligned with objectives and tracked across all components.

Domain: *Program Life Cycle – Controlling*

106. A regulatory change requires the program to add new controls. What should the program manager do FIRST?

A. Delay the next milestone
B. Update the roadmap
C. Assess impact and initiate a change request
D. Inform the component teams only

✅ **Answer: C. Assess impact and initiate a change request**
Explanation: Changes with strategic implications should go through formal change control after impact analysis.

Domain: *Program Governance*

---

107. The program manager wants to motivate the team. What approach is MOST aligned with PMI principles?

A. Use fear-based tactics
B. Micromanage activities
C. Act as a servant leader and empower the team
D. Assign bonuses arbitrarily

✅ **Answer: C. Act as a servant leader and empower the team**
Explanation: The PMI Talent Triangle emphasizes leadership through support, facilitation, and trust.

Domain: *Power Skills / Leadership*

---

108. What differentiates a program dashboard from a project dashboard?

A. It includes cost data only
B. It reflects operational metrics
C. It rolls up performance and benefits across components
D. It includes only backlog tasks

✅ **Answer: C. It rolls up performance and benefits across components**
Explanation: Program dashboards show the aggregate view of value delivery, risk, and status.

Domain: *Program Governance*

109. A stakeholder becomes disengaged mid-program. What is the BEST course of action?

A. Replace them immediately

B. Remove them from the communication plan

C. Re-engage through targeted communication and assess causes

D. Report the issue to the PMO only

✅ **Answer: C. Re-engage through targeted communication and assess causes**

Explanation: Stakeholder disengagement should be proactively addressed through communication and dialogue.

Domain: *Program Stakeholder Engagement*

---

110. What is the impact of unclear success criteria for benefits?

A. Faster program execution

B. Unnecessary risk documentation

C. Difficulty in validating benefit realization

D. Reduced stakeholder count

✅ **Answer: C. Difficulty in validating benefit realization**

Explanation: Success criteria provide measurable goals for benefit realization. Without them, tracking value is subjective.

Domain: *Program Benefits Management*

PgMP® Practice Questions (111–130)

111. Which document outlines the plan for transitioning deliverables and benefits to operations?

A. Benefits Register

B. Transition Plan

C. Communications Plan

D. Business Case

✅ **Answer: B. Transition Plan**

Explanation: The Transition Plan details how ownership of program outputs and benefits will be transferred for sustainment.

Domain: *Program Life Cycle – Closing*

112. How does a program manager ensure that benefits remain aligned with changing business needs?

A. Close the program early
B. Delay delivery until the strategy stabilizes
C. Perform regular benefits reviews and roadmap updates
D. Lock the business case and avoid changes

✅ **Answer: C. Perform regular benefits reviews and roadmap updates**

Explanation: Programs must stay agile by reviewing benefits and adjusting plans as business strategy evolves.

Domain: *Program Strategy Alignment*

---

113. What does a high Cost Performance Index (CPI > 1.0) indicate?

A. The program is over budget
B. The program is ahead of schedule
C. The program is under budget
D. The program is behind schedule

✅ **Answer: C. The program is under budget**

Explanation: CPI > 1.0 means that the program is spending less than planned to achieve its earned value.

Domain: *Cross-cutting Knowledge*

---

114. What should a program manager do to integrate multiple Agile and Waterfall components?

A. Mandate a uniform method for all components
B. Allow each team complete independence
C. Align key milestones and benefits delivery across methodologies
D. Replace all Waterfall projects with Agile

✅ **Answer: C. Align key milestones and benefits delivery across methodologies**

Explanation: Different delivery approaches can coexist if aligned at the program level through shared milestones and benefit checkpoints.

Domain: *Program Life Cycle – Executing*

115. Which of the following is an example of a disbenefit?

A. Increased market share
B. Reduced customer satisfaction due to automation
C. Additional revenue streams
D. Faster time to market

✅ **Answer: B. Reduced customer satisfaction due to automation**

Explanation: A disbenefit is a negative outcome that may arise alongside program benefits and must be considered.

Domain: *Program Benefits Management*

116. Which of the following would NOT be part of a program governance review?

A. Approving changes to component scope
B. Resolving integration conflicts
C. Managing stakeholder communications
D. Authorizing phase continuation

✅ **Answer: C. Managing stakeholder communications**

Explanation: While communication may be discussed, it is owned by the program manager, not typically reviewed in-depth during governance.

Domain: *Program Governance*

117. Which performance domain focuses on engaging stakeholders and managing expectations?

A. Program Benefits Management
B. Program Stakeholder Engagement
C. Program Governance
D. Program Life Cycle

✅ **Answer: B. Program Stakeholder Engagement**

Explanation: This domain ensures effective collaboration and communication with stakeholders throughout the program.

Domain: *Program Stakeholder Engagement*

118. A stakeholder expresses concern about the realization of a key benefit. What is the program manager's BEST response?

A. Remove the benefit from the plan
B. Document the concern in the issue log
C. Review benefit metrics and discuss sustainment strategy with the stakeholder
D. Escalate the issue to the sponsor

✅ **Answer: C. Review benefit metrics and discuss sustainment strategy with the stakeholder**

Explanation: Engaging stakeholders with data-driven insights helps clarify status and build trust.

Domain: *Program Benefits Management*

---

119. Which of the following BEST supports strategic alignment during program execution?

A. Component task lists
B. Change control log
C. Program roadmap
D. Lessons learned register

✅ **Answer: C. Program roadmap**

Explanation: The roadmap links program components, outcomes, and benefits to strategic goals.

Domain: *Program Strategy Alignment*

---

120. Which document formally authorizes the program and the role of the program manager?

A. Program Benefits Plan
B. Program Management Plan
C. Program Charter
D. Portfolio Plan

✅ **Answer: C. Program Charter**

Explanation: The charter provides formal authority and defines initial scope, objectives, and leadership.

Domain: *Program Life Cycle – Initiating*

---

121. What is a primary role of the program manager during a governance board meeting?

A. Approve new vendor contracts

B. Facilitate discussion and provide data for decision-making

C. Authorize funding changes independently

D. Act as the board chairperson

✅ **Answer: B. Facilitate discussion and provide data for decision-making**

Explanation: The program manager supports governance by presenting updates and recommendations but does not make final decisions.

Domain: *Program Governance*

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122. A project manager is requesting a deviation from the program's risk response strategy. What should the program manager do?

A. Reject the request

B. Escalate to the governance board

C. Evaluate the proposal and ensure alignment with the overall program risk strategy

D. Approve immediately if risk is low

✅ **Answer: C. Evaluate the proposal and ensure alignment with the overall program risk strategy**

Explanation: Program-level risk strategies ensure consistency; deviations must be reviewed in context.

Domain: *Program Life Cycle – Controlling*

---

123. Which action BEST ensures program-level visibility into component execution?

A. Require daily status reports

B. Conduct periodic program-level performance reviews

C. Join all component stand-ups

D. Replace all project managers

✅ **Answer: B. Conduct periodic program-level performance reviews**

Explanation: Regular reviews of consolidated component performance support informed decision-making at the program level.

Domain: *Program Life Cycle – Controlling*

124. What distinguishes the Program Benefits Management Plan from the Benefits Register?

A. The plan tracks risks; the register tracks KPIs

B. The plan defines the benefits strategy; the register tracks benefit realization

C. They are the same document

D. The register includes lessons learned

✅ **Answer: B. The plan defines the benefits strategy; the register tracks benefit realization**

Explanation: The plan outlines the "how," while the register tracks the "what" and "when" of benefits.

Domain: *Program Benefits Management*

---

125. Which factor is MOST critical when prioritizing component sequencing?

A. Component resource availability

B. Stakeholder interest

C. Dependencies and strategic value alignment

D. Budget usage

✅ **Answer: C. Dependencies and strategic value alignment**

Explanation: The order of execution should support benefits delivery and strategic dependencies.

Domain: *Program Strategy Alignment*

---

126. What is the function of a KPI in program management?

A. Assign blame

B. Define project milestones

C. Measure performance against strategic goals

D. Schedule benefit reviews

✅ **Answer: C. Measure performance against strategic goals**

Explanation: KPIs track how well the program is delivering intended outcomes and benefits.

Domain: *Program Benefits Management*

---

127. What should be done when benefits are not realized as expected post-transition?

A. Close the program

B. Reopen the component

C. Review sustainment strategy and corrective actions with benefit owners

D. Notify vendors

✅ **Answer: C. Review sustainment strategy and corrective actions with benefit owners**

Explanation: Post-transition tracking is essential, and benefit owners are accountable for resolution.

Domain: *Program Life Cycle – Closing*

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128. What document defines how stakeholders will be involved and communicated with?

A. Stakeholder Register

B. Communications Management Plan

C. Program Risk Plan

D. Program Charter

✅ **Answer: B. Communications Management Plan**

Explanation: This plan defines communication methods, frequency, and responsibilities for each stakeholder group.

Domain: *Program Stakeholder Engagement*

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129. A component project exceeds its cost baseline. What is the BEST program-level action?

A. Cut the project scope

B. Conduct program-level impact assessment

C. Delay the program roadmap

D. Ignore since the program is under budget

✅ **Answer: B. Conduct program-level impact assessment**

Explanation: Component cost overruns must be evaluated for their effect on overall program cost and value delivery.

Domain: *Program Life Cycle – Controlling*

---

130. Who is typically responsible for maintaining oversight of multiple programs and projects across the enterprise?

A. Project Sponsor

B. Program Manager

C. Portfolio Manager

D. Operations Lead

✅ **Answer: C. Portfolio Manager**

Explanation: The portfolio manager ensures strategic alignment across all organizational initiatives, including programs and projects.

Domain: *Cross-cutting Knowledge*

PgMP® Practice Questions (131–150)

131. Which of the following is MOST useful for communicating progress to executive stakeholders?

A. Issue log

B. Sprint backlog

C. High-level program dashboard

D. Risk breakdown structure

✅ **Answer: C. High-level program dashboard**

Explanation: Dashboards provide visual summaries of progress, KPIs, risks, and benefit realization, ideal for executive communication.

Domain: *Program Stakeholder Engagement*

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132. Which tool helps define when key decisions must be escalated?

A. Governance model

B. Product backlog

C. Procurement plan

D. Benefits profile

✅ **Answer: A. Governance model**

Explanation: The governance model outlines roles, decision rights, and escalation paths.

Domain: *Program Governance*

---

133. What is the MOST important reason to track disbenefits in a program?

A. To satisfy compliance auditors
B. To identify future program candidates
C. To evaluate the full impact of the program on the organization
D. To replace benefits that were not delivered

✅ **Answer: C. To evaluate the full impact of the program on the organization**
Explanation: Disbenefits must be considered when assessing overall program value and trade-offs.

Domain: *Program Benefits Management*

---

134. A program consists of both IT and operational components. How should integration be managed?

A. Let teams work independently
B. Create a central integration plan across all components
C. Outsource IT components
D. Combine them into a single project

✅ **Answer: B. Create a central integration plan across all components**
Explanation: Integration ensures that outputs work together to support benefit delivery.

Domain: *Program Life Cycle – Planning*

---

135. What is the role of a program sponsor during execution?

A. Manage sprint reviews
B. Resolve escalated issues and support benefit alignment
C. Write user stories
D. Develop Gantt charts

✅ **Answer: B. Resolve escalated issues and support benefit alignment**
Explanation: The sponsor provides strategic support, guidance, and decision-making when needed.

Domain: *Program Governance*

136. When is the best time to begin identifying benefit sustainment owners?

A. After all benefits are delivered
B. During roadmap closure
C. Early in the planning phase
D. During post-program audit

✅ **Answer: C. Early in the planning phase**

Explanation: Early assignment ensures accountability and smooth transition after closure.

Domain: *Program Benefits Management*

---

137. Which process ensures benefits are still valid under changing business conditions?

A. Scope freeze
B. Strategy validation
C. Configuration management
D. Benefits realization reporting

✅ **Answer: B. Strategy validation**

Explanation: Strategy validation confirms ongoing alignment of benefits with organizational direction.

Domain: *Program Strategy Alignment*

---

138. What is the best way to promote transparency in program performance reporting?

A. Share only positive outcomes
B. Allow teams to submit ad hoc updates
C. Use standardized dashboards and performance metrics
D. Rely on verbal status meetings

✅ **Answer: C. Use standardized dashboards and performance metrics**

Explanation: Consistent, metric-driven reporting fosters transparency and informed decisions.

Domain: *Program Governance*

---

139. A program benefit was realized earlier than planned. What is the program manager's responsibility?

A. Close the program

B. Remove it from the register

C. Update the benefits register and initiate sustainment

D. Restart the component

✅ **Answer: C. Update the benefits register and initiate sustainment**

Explanation: Benefits realized early must still be tracked and sustained appropriately.

Domain: *Program Benefits Management*

---

140. What tool is used to assign accountability for specific tasks and decisions?

A. Work Breakdown Structure (WBS)

B. RACI Matrix

C. Program Charter

D. Program Schedule

✅ **Answer: B. RACI Matrix**

Explanation: The RACI matrix clarifies who is Responsible, Accountable, Consulted, and Informed.

Domain: *Program Stakeholder Engagement*

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141. Why should risks be escalated to the program level?

A. To reduce documentation

B. To delay project-level reporting

C. Because their impact spans multiple components or affects benefits

D. Because the project manager refuses to manage them

✅ **Answer: C. Because their impact spans multiple components or affects benefits**

Explanation: Program-level risks are broader and require oversight across projects.

Domain: *Program Life Cycle – Controlling*

---

142. What distinguishes program benefits from project deliverables?

A. Benefits are tangible; deliverables are intangible

B. Benefits are strategic outcomes; deliverables are outputs

C. Deliverables require no quality assurance

D. Benefits are owned by project managers

✅ **Answer: B. Benefits are strategic outcomes; deliverables are outputs**

Explanation: Deliverables enable outcomes; benefits are the measurable value gained.

Domain: *Program Benefits Management*

---

143. What should be done before submitting a program for closure?

A. Cancel incomplete components

B. Terminate stakeholder involvement

C. Verify that all benefits have been realized or transitioned

D. Archive the stakeholder register

✅ **Answer: C. Verify that all benefits have been realized or transitioned**

Explanation: Closure requires confirmation that the program has met its benefit objectives.

Domain: *Program Life Cycle – Closing*

---

144. Which of the following activities is LEAST likely to occur during the initiating phase?

A. Develop program charter

B. Define high-level benefits

C. Establish program governance structure

D. Assign benefit realization owners

✅ **Answer: D. Assign benefit realization owners**

Explanation: While sustainment owners may be considered early, formal assignment usually occurs during planning.

Domain: *Program Life Cycle – Initiating*

---

145. What is the purpose of the benefits transition plan?

A. To train new project managers

B. To define technical deliverables

C. To ensure benefits can be sustained after program closure

D. To create issue logs

✅ **Answer: C. To ensure benefits can be sustained after program closure**

Explanation: Transition planning moves ownership to operations or business units.

Domain: *Program Life Cycle – Closing*

---

146. A stakeholder expresses resistance to an upcoming organizational change. What should the program manager do?

A. Escalate to the PMO
B. Ignore the concern unless it affects cost
C. Engage the stakeholder and address concerns directly
D. Remove them from the engagement plan

✅ **Answer: C. Engage the stakeholder and address concerns directly**

Explanation: Stakeholder engagement requires active listening and response.

Domain: *Program Stakeholder Engagement*

---

147. How does the program manager manage interdependencies between components?

A. Assign to the project managers
B. Maintain a centralized program schedule and roadmap
C. Require each team to work independently
D. Wait for governance board approval

✅ **Answer: B. Maintain a centralized program schedule and roadmap**

Explanation: Coordinating component timing and deliverables is a core function of the program manager.

Domain: *Program Life Cycle – Executing*

---

148. Who is responsible for authorizing a program's start?

A. Program Manager
B. Portfolio Manager or Executive Sponsor
C. Project Management Office
D. Component Team Lead

✅ **Answer: B. Portfolio Manager or Executive Sponsor**

Explanation: Executive leadership or portfolio governance initiates programs via the charter.

Domain: *Program Strategy Alignment*

---

149. A component project is complete, but its associated benefit is not yet visible. What should the program manager do?

A. Assume success and close the program
B. Launch a new project to replace the benefit
C. Investigate why the benefit has not yet been realized
D. Cancel the component retroactively

✅ **Answer: C. Investigate why the benefit has not yet been realized**

Explanation: Benefits may lag deliverables, requiring further analysis and follow-up.

Domain: *Program Benefits Management*

---

150. What does a roadmap help stakeholders understand?

A. Component-level task detail
B. The strategic sequencing of components and milestones
C. Budget line items
D. Individual risk triggers

✅ **Answer: B. The strategic sequencing of components and milestones**

Explanation: The roadmap provides a high-level view of the program's path to strategic outcomes.

Domain: *Program Strategy Alignment*

PgMP® Practice Questions (151–170)

151. A stakeholder is frequently absent from program meetings and provides delayed feedback. What should the program manager do?

A. Escalate to governance
B. Replace the stakeholder
C. Engage the stakeholder to understand barriers and realign expectations
D. Remove them from communication updates

☑ **Answer: C. Engage the stakeholder to understand barriers and realign expectations**
Explanation: Effective stakeholder engagement requires active communication and responsiveness to engagement challenges.

Domain: *Program Stakeholder Engagement*

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152. A component is consistently ahead of schedule. What should the program manager verify?

A. If the team is working overtime
B. That early delivery aligns with benefit realization timing and dependencies
C. Whether the component should be shut down
D. That the component has extra budget

☑ **Answer: B. That early delivery aligns with benefit realization timing and dependencies**
Explanation: Early delivery is beneficial only if it supports integration, sequencing, and benefit realization plans.

Domain: *Program Life Cycle – Executing*

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153. What is the primary use of a benefit profile?

A. To list technical deliverables
B. To document resource assignments
C. To define owner, timeline, KPI, and realization method of a benefit
D. To approve change requests

☑ **Answer: C. To define owner, timeline, KPI, and realization method of a benefit**
Explanation: Each benefit should have a detailed profile outlining how it will be measured, tracked, and sustained.

Domain: *Program Benefits Management*

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154. Which of the following would BEST help the program manager align team efforts to strategic goals?

A. Holding individual coaching sessions
B. Reviewing component team budgets

C. Sharing the program roadmap and explaining benefit linkages

D. Performing job rotation

✅ **Answer: C. Sharing the program roadmap and explaining benefit linkages**

Explanation: Understanding how individual work contributes to strategic outcomes improves engagement and focus.

Domain: *Program Strategy Alignment*

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155. What is the purpose of a program-level risk register?

A. Record personal development goals

B. Identify benefit KPIs

C. Capture, categorize, and manage risks that impact multiple components

D. Store historical project data

✅ **Answer: C. Capture, categorize, and manage risks that impact multiple components**

Explanation: Program-level risks affect integration, strategic alignment, or multiple projects.

Domain: *Program Life Cycle – Controlling*

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156. When should lessons learned be captured?

A. Only after program closure

B. During monthly stakeholder reviews

C. Throughout the program at key milestones and final closure

D. Only by the PMO

✅ **Answer: C. Throughout the program at key milestones and final closure**

Explanation: Continuous knowledge capture improves current and future program performance.

Domain: *Program Life Cycle – Closing*

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157. What is the role of the PMO in program governance?

A. Set business strategy

B. Deliver program benefits

C. Support consistency, standards, and knowledge management

D. Approve the program charter

✅ **Answer: C. Support consistency, standards, and knowledge management**

Explanation: The PMO provides guidance, tools, and governance support across programs.

Domain: *Program Governance*

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158. What is the output of the stakeholder engagement planning process?

A. Business case
B. Program roadmap
C. Stakeholder engagement strategy
D. RACI matrix

✅ **Answer: C. Stakeholder engagement strategy**

Explanation: This strategy outlines how stakeholders will be identified, engaged, and communicated with.

Domain: *Program Stakeholder Engagement*

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159. Which technique ensures consistency when gathering program status from components?

A. Brainstorming
B. Earned Value Management (EVM)
C. SWOT Analysis
D. Process Mapping

✅ **Answer: B. Earned Value Management (EVM)**

Explanation: EVM provides a standardized method to assess cost, schedule, and performance status.

Domain: *Program Life Cycle – Controlling*

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160. A stakeholder objects to the resource allocation plan. What should the program manager do?

A. Escalate immediately
B. Ignore the concern
C. Facilitate a discussion to understand priorities and constraints
D. Remove the stakeholder from planning

✅ **Answer: C. Facilitate a discussion to understand priorities and constraints**

Explanation: Active listening and negotiation are key to resolving stakeholder concerns.

Domain: *Program Stakeholder Engagement*

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161. A program component fails to meet quality standards. What should the program manager focus on?

A. Blaming the project manager
B. Tracking individual developer productivity
C. Assessing the impact on benefits and overall program quality
D. Immediately terminating the project

✅ **Answer: C. Assessing the impact on benefits and overall program quality**

Explanation: Program managers must determine how component issues affect value delivery.

Domain: *Program Life Cycle – Executing*

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162. Why is configuration management important in a program environment?

A. It reduces administrative tasks
B. It enables team autonomy
C. It maintains integrity and control of key program artifacts
D. It ensures procurement contracts are enforced

✅ **Answer: C. It maintains integrity and control of key program artifacts**

Explanation: Configuration management tracks changes and maintains consistency across components.

Domain: *Program Life Cycle – Controlling*

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163. What is the output of benefits analysis and planning activities?

A. Transition Plan
B. Benefit Profiles and Benefits Realization Plan
C. Risk Register
D. Procurement Strategy

✅ **Answer: B. Benefit Profiles and Benefits Realization Plan**

Explanation: These outputs guide how benefits will be measured, delivered, and monitored.

Domain: *Program Benefits Management*

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164. Which stakeholder classification model considers power, legitimacy, and urgency?

A. RACI matrix
B. Power/Interest grid
C. Salience model
D. MoSCoW prioritization

✅ **Answer: C. Salience model**

Explanation: The salience model prioritizes stakeholders based on authority and interest urgency.

Domain: *Program Stakeholder Engagement*

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165. A component project requests a budget increase. What should the program manager evaluate FIRST?

A. The team's performance reviews
B. Political implications
C. Strategic impact and benefit contribution
D. The length of the project

✅ **Answer: C. Strategic impact and benefit contribution**

Explanation: Budget adjustments should be justified by value contribution to the program.

Domain: *Program Life Cycle – Controlling*

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166. What should a program manager do when a sponsor leaves the organization?

A. Assume sponsorship duties
B. Pause the program
C. Engage portfolio management or governance to reassign sponsorship
D. Cancel all stakeholder meetings

✅ **Answer: C. Engage portfolio management or governance to reassign sponsorship**

Explanation: Continuity of sponsorship is critical for strategic alignment and authority.

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167. Which of the following defines a program outcome?

A. Task list
B. Team meeting
C. Result from component outputs that enable benefits
D. Budget tracking sheet

✅ **Answer: C. Result from component outputs that enable benefits**
Explanation: Outcomes are intermediate results that lead to benefit realization.

Domain: *Program Benefits Management*

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168. The PMO wants to analyze common causes of component failure. Which document should be reviewed?

A. Roadmap
B. Business case
C. Lessons learned register
D. Procurement contract

✅ **Answer: C. Lessons learned register**
Explanation: Lessons learned help identify recurring issues and support organizational learning.

Domain: *Program Life Cycle – Closing*

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169. What is the difference between a program roadmap and the benefits realization plan?

A. The roadmap focuses on resource tracking
B. The roadmap shows time-based component sequencing; the benefits plan tracks value delivery
C. They serve the same purpose
D. The benefits plan shows technical outputs

✅ **Answer: B. The roadmap shows time-based component sequencing; the benefits plan tracks value delivery**
Explanation: The roadmap aligns component timing; the benefits plan aligns value realization.

Domain: *Program Strategy Alignment & Benefits Management*

170. What is the final activity in the program closure process?

A. Handoff to the PMO
B. Validate that all planned benefits are realized or transitioned and complete final reports
C. Dismiss team members
D. Conduct roadmap revision

✅ **Answer: B. Validate that all planned benefits are realized or transitioned and complete final reports**
Explanation: Closure is completed only after all objectives are met and documented.

Domain: *Program Life Cycle – Closing*