

PgMP® Exam Prep Training - 4 Days

Course Length: 4 Days

Course ID: PgMP

Credits: 21 PDUs

Course Duration: 3 or 4 days (Live in person or online class)

Course Level: Advanced

Four Day workshop- PgMP® Boot Camp

Author/Instructor: Dr. Ginger Levin, PMP, PgMP, OPM3 Certified Professional

Dr. Ginger Levin, PMP, PgMP teaches in program and project management graduate degree programs at several universities around the world. Dr. Levin has over 40 years of experience in project, program, and portfolio management working for the U.S. government and in consulting for private and public sector clients. Dr. Levin received the Outstanding Dissertation Award from The George Washington University for her research on large organizations and ethics. She is the author or co-author of 12 books; her most recent book is: "Program Management Complexity: A Competency Model." She speaks regularly at project management conferences worldwide.

Dr. Levin was the second person in the world to attain the PgMP certification.

Instructor: James Lee Haner, PhD, PgMP, CBAP, PMI-ACP

Technology Professional with solid management experience in privately held and Fortune 500 companies. Client-focused and results-oriented with proactive approach of delivering program benefits and projects on time, within budget and with full functionality while hiring, motivating and mentoring team members to top performance . . . throughout the change management process.

Hands-on leader skilled in balancing corporate objectives, user requests, IT capabilities and team building.

- Established corporate web presence; implemented 20 domains including streaming media.
- Evaluated, selected, and implemented PCs, networking and internetworking system.
- Spearheaded a redefinition of business processes based on industry "best practices."

Innovative thinker adept at leveraging technology and people to improve productivity and communications.

- Improved efficiency 25%; evaluated and installed software to replace labor-intensive functions.
- Originated internal security control procedures to ensure daily closeout was performed correctly.
- Saved \$100K+ in labor costs; organized a team to write programs previously designated as "undoable."

Pacesetter who uses continuous process improvement methodologies to reduce costs and enhance performance.

- Standardized system development activities to resolve administrative delays. Reduced turnover 30%.
- Created successful employee development plan leading to 12 corporate-level promotions.
- Selected by founders of start-up company to serve on team charged with developing IT infrastructure.

Course Abstract:

PMI's Program Management Professional (PgMP)[®] credential recognizes the advanced experience and skill of program managers. Globally recognized and demanded, the PgMP[®] demonstrates your proven competency to oversee multiple, related projects and their resources to achieve strategic business goals.

PgMP[®] credential holders oversee the success of a program, grouping related projects together to realize organizational benefits not available if they were managed separately. It's the perfect fit if you define projects, assign project managers and oversee programs.

Who should apply?

If you're a program manager looking to demonstrate a proven ability to manage complex, multiple projects and align results to organizational goals; increase your visibility and value with your organization; and separate yourself in the eyes of employers, the PgMP[®] credential is for you.

PgMP Requirements

To apply for the PgMP[®], you need to have either:

- A four year degree (bachelor's or the global equivalent), with at least four years of project management experience and four years of program management experience.
OR
- A secondary diploma (high school or the global equivalent), with at least four years of project management experience and seven years of program management experience.

Note: the focus for this class is an intensive workshop for those planning on applying for approval and taking the PgMP exam. If you have not gained enough experience in project and program management to meet these eligibility requirements, consider the Project Management Professional (PMP)[®] credential.

PgMP® Preparation Course Overview:

The Project Management Institute’s Third Edition of its Program Management Professional (PgMP®) credential continues to increase. Over 900 people now have the PgMP®. PMI is offering the structured exam into five domains:

- **Strategic Program Management** - representing 25 of the 170 questions on the exam
- **Program Life Cycle** - representing 75 of the 170 questions on the exam
- **Benefits Management** - representing 19 of the questions on the exam
- **Stakeholder Management** - representing 24 of the 170 questions on the exam
- **Governance** - representing 27 of the 170 question on the exam

PgMP Prep Boot Camp Course Overview

Dr. Ginger Levin, PMP, PgMP, OPM3 Certified Consultant

Module	Contents	Tips and Test Questions
0	Introductions and House Keeping Items	
TIPS	<i>Course Overview</i>	
	Course Goal	
	Course Objectives	
	Course Delivery Strategy	
	PgMP® Exam Overview	
	PgMP® Domains	
	Program Life Cycle Domains	
	Your Score	
	Frequently Asked Questions	
	Study Tips	
	The Exam Site	
	Taking the Exam	
	My Test Taking Strategy	
	Main Resources	
	Differences – Standard 3 rd Edition	
	Examination Content Outline	
	Other Useful Sources	
CONCEPTS	<i>Course Overview</i>	
	Module Learning Objectives	
	<i>Key Definitions</i>	
	A Program Is	

Module	Contents	Tips and Test Questions
	Key Points about these Definitions	
	Program Benefit Management	
	Other Definitions	
	Types of Programs	
	What is Program Management?	
	Other Definitions	
	When to Manage as a Portfolio of Projects?	
	Advantages of Program Management	
	Test Taking Tips	Four
	Sample Test Questions	Three
	<i>Projects, Programs, and Portfolios</i>	
	Program Management and Project Management	
	Figure 1-2 Interactions	
	Program Manager's Role	
	Program Manager Skills and Competencies	
	Characteristics of Successful Program Managers	
	Core Competencies	
	Core Knowledge and Skill Areas	
	Other Approaches	
	Test Taking Tips	Three
	Sample Test Questions	Six
	Key Messages	
Strategic Program Management	<i>Course Overview</i>	
	Learning Objectives	
	<i>ECO Domains</i>	
	ECO Knowledge	
	Figure 1-2 and Its Importance	
	Program Management and Portfolio Management	
	Why the Portfolio Is Important	
	Interactions	
	Program and Portfolio Distinctions	
	Other Portfolio Views	
	Test Taking Tips	Four
	Sample Test Questions	Four
	Key Messages – Program Strategy Requires	
	<i>Organizational Strategy</i>	
	Strategic Business Initiatives	
	Importance of Business Value	
	Realization of Business Strategy	
	The PMO	
	Test Taking Tips	Four

Module	Contents	Tips and Test Questions
	Sample Test Questions	Four
	<i>Program Management Performance Domains</i>	
	Domain Interactions	
	Program Strategy Alignment	
	Steps Involved	
	Elements – Program Strategy Alignment	
	Test Taking Tips	Four
	Sample Test Questions	Two
	<i>Strategic and Operational Processes</i>	
	Organizational Strategy	
	Programs to Complement Strategy	
	Program Business Case	
	Studies	
	Other Views on the Business Case	
	Test Taking Tips	Five
	Sample Test Questions	Four
	<i>Financial Selection Criteria</i>	
	Test Taking Tips	Four
	Sample Test Questions	Four
	<i>Program Plan</i>	
	Vision and Mission	
	Goals and Objectives	
	Test Taking Tips	Four
	Sample Test Questions	Four
	<i>Program Roadmap</i>	
	Importance of the Roadmap	
	Using the Roadmap	
	Environmental Assessments	
	Enterprise Environmental Factors	
	EEF Examples	
	Environmental Analysis	
	Test Taking Tips	Four
	Sample Test Questions	Four
	<i>Questions Related to the Examination Content Outline</i>	
	<i>Task 1 – Perform Program Assessment</i>	
	Key Points	
	Sample Test Questions	Four
	<i>Task 2 – Develop High-Level Roadmap</i>	
	Key Points	
	Sample Test Questions	Three
	<i>Task 3 – Set Roadmap Baseline</i>	
	Roadmap	

Module	Contents	Tips and Test Questions
	Sample Test Questions	Two
	<i>Task 4 – Develop Program Mission Statement</i>	
	Sample Test Questions	Three
	<i>Task 5 – Assess Organizational Capability</i>	
	Key Points	
	Feasibility Analysis	
	Sample Test Questions	Three
	<i>Task 6 – Identify Benefits</i>	
	Key Points	
	Importance of Marketing	
	Sample Test Questions	Two
	<i>Task 7 – Estimate Benefits</i>	
	<i>Task 8 – Evaluate External Constraints</i>	
	Key Points	
	Sample Test Questions	Three
	<i>Task 9 – Program Charter Approval</i>	
	<i>Task 10 – Analyze Integration Opportunities</i>	
	<i>Task 11 – Opportunities for Change</i>	
	Project Versus Program Change	
	Sample Test Questions	Two
	Key Messages – Program Strategy Requires	
PROGRAM LIFE CYCLE DOMAIN	Course Overview	
	Specific Knowledge for the Program Life Cycle Domain	
	Why Have a Life Cycle?	
	Program Life Cycle	
	Program Life Cycle Activity Groups	
	Benefits Life Cycle	
Initiating Activities	Course Overview	
	Module Learning Objectives	
	Initiating Subdomain Tasks	
	Program Life Cycle Activity Groups	
	Program Life Cycle	
	Benefits Life Cycle	
	Program Formulation	
	<i>Program Initiation</i>	
	The Sponsor’s Role	
	Assigning the Program Manager	
	Prepare Estimates of Scope, Resources, and Cost	
	Assess Initial Risks	
	Update the Business Case	
	Initiating Documents	

Module	Contents	Tips and Test Questions
	Program Charter Contents	
	Test Taking Tips	Six
	Sample Test Questions	Six
	<i>Program Financial Management</i>	
	Program Cost Estimation	
	Program Financial Framework Establishment	
	Financial Objectives	
	Outcomes of the Financial Framework	
	Test Taking Tips	Ten
	Sample Test Questions	Six
	<i>Questions Related to the "Examination Content Outline"</i>	
	<i>Task 1 – Develop Program Charter</i>	
	Sample Test Questions	Three
	<i>Task 2 – Develop Scope Statements</i>	
	Sample Test Questions	Two
	<i>Task 3 – Develop Milestone Plan</i>	
	<i>Task 4 – Develop Accountability Matrix</i>	
	Sample Test Questions	Two
	<i>Task 5 – Define Performance Measurement Standards</i>	
	<i>Task 6 – Conduct Kick-Offs</i>	
	Key Messages	
Planning the Program	Course Overview	
	Learning Objectives	
	Planning Tasks from the ECO	
	Program Life Cycle Activity Groups	
	Program Life Cycle	
	Benefits Life Cycle	
	<i>Developing the Program Management Plan</i>	
	Program Management Plan	
	Key Subsidiary Plans	
	The Need for a Program Infrastructure	
	<i>Program Resource Management</i>	
	Program Resource Plan	
	What Does Resource Planning Involve?	
	Resource Management Plan Contents	
	Program Management Information System	
	Program Planning Test Taking Tips	Six
	Sample Test Questions	Seven
	<i>Program Financial Management Plan</i>	
	Internal Funding	
	Other Items to Include	

Module	Contents	Tips and Test Questions
	Financial Planning Outputs	
	Test Taking Tips	Five
	Sample Test Questions	Six
	<i>Program Procurement Management</i>	
	Program Procurement Planning	
	Procurement Planning	
	Procurement Management Plan	
	Test Taking Tips	Five
	Sample Test Questions	Four
	<i>Program Quality Management</i>	
	Program Quality Planning	
	Quality Planning Considerations	
	Cost of Quality	
	Program Quality Planning Outputs	
	Test Taking Tips	Six
	Sample Test Questions	Six
	<i>Program Risk Management</i>	
	Program Risk Management Planning	
	Planning Importance	
	Program Risk Categories	
	Program Risk Management Plan	
	Test Taking Tips	Five
	Sample Test Questions	Four
	<i>Program Schedule Management</i>	
	Program Schedule Planning	
	Program Master Schedule	
	Notional Program	
	Schedule Management Plan	
	Program Schedule Planning Outputs	
	Test Taking Tips	Eight
	Sample Test Questions	Seven
	<i>Program Scope Management</i>	
	Program Scope Planning	
	Develop the PWBS	
	Program-Level Deliverables and Program Scope	
	Program Scope Management Plan	
	Program Scope Planning Outputs	
	Test Taking Tips	Four
	Sample Test Questions	Five
	<i>Questions Related to the ECO</i>	
	<i>Task 1 – Develop Detailed Scope Statement</i>	
	Project, Program, and Portfolio Scope	

Module	Contents	Tips and Test Questions
	Sample Test Questions	Two
	<i>Task 2 – Define Scope (PWBS)</i>	
	<i>Task 3 – Establish Program Management Plan</i>	
	<i>Task 4 – Optimize Program Management Plan</i>	
	Sample Test Questions	Two
	<i>Task 5 – Define PMIS</i>	
	Sample Test Questions	Two
	<i>Task 6 – Manage Program Issues</i>	
	Sample Test Questions	Two
	<i>Task 7 – Develop Transition Closeout Plan</i>	
	Sample Test Questions	Two
	<i>Task 8 – Develop KPIs</i>	
	Key Points	
	Sample Test Questions	Three
	<i>Task 9 – Manage Extended Program Team</i>	
	Key Points	
	Team Motivation – Importance	
	Team Motivation Approaches	
	Building an Effective Team	
	Rewards and Recognition	
	The Importance of a Shared Vision	
	Key Competencies	
	Team Charter	
Executing the Program	Course Overview	
	Course Outline	
	Learning Objectives	
	Tasks from the ECO	
	Program Life Cycle Activity Groups	
	Program Life Cycle	
	Benefits Life Cycle	
	Program Benefits Delivery Phase	
	<i>Program Uncertainty</i>	
	Component Sub-Phases	
	Component Planning and Authorization	
	Component Oversight and Integration	
	Component Transition and Closure	
	Test Taking Tips	Seven
	Sample Test Questions	Four
	<i>Executing Purpose</i>	
	Program Benefit Delivery – Executing Activities	
	Program Execution Management / Program Delivery	

Module	Contents	Tips and Test Questions
	Management	
	Consider These Impacts When Analyzing a Change Request	
	Test Taking Tips	Five
	Sample Test Questions	Five
	Component Cost Estimation	
	Test Taking Tips	Five
	Sample Test Questions	Two
	Program Cost Budgeting	
	Key Definitions	
	Test Taking Tips	Five
	Sample Test Questions	Two
	Program Procurement	
	Program Procurement Outputs	
	Other Outputs	
	Test Taking Tips	Four
	Sample Test Questions	Seven
	Quality Assurance	
	Guidelines for a Quality Audit	
	Quality Audit Objectives	
	Other Suggestions	
	Quality Assurance Outputs	
	Test Taking Tips	Six
	Sample Test Questions	Five
	Resource Prioritization	
	Using the Resource Plan	
	Some Prioritization Suggestions	
	Test Taking Tips	Five
	Sample Test Questions	Two
	Identify Program Risks	
	Who Should Participate?	
	Identifying Risks	
	Risk Statements	
	Other Views	
	Risk Identification Output	
	Test Taking Tips	Five
	Sample Test Questions	Three
	Program Risk Analysis	
	Qualitative and Quantitative Analysis	
	Other Considerations	
	Five Key Factors	
	Program Risk Analysis Outputs	
	Test Taking Tips	Eight

Module	Contents	Tips and Test Questions
	Sample Test Questions	Seven
	<i>Program Risk Response Planning</i>	
	Updates to the Risk Register	
	Risk Response Strategies	
	Outputs from Risk Response Planning	
	Test Taking Tips	Five
	Sample Test Questions	Three
	<i>Questions Related to the ECO</i>	
	<i>Task 1 – Charter and Initiate Components</i>	
	Contents of a Project Charter	
	<i>Task 2 – Deploy Uniform Standards</i>	
	<i>Task 3 – Ensure Capture of Lessons Learned</i>	
	Sample Test Questions	Two
	<i>Task 4 – Ensure Team Engagement</i>	
	Sample Test Questions	Three
	<i>Task 5 – Review Component Managers</i>	
	Sample Test Questions	Three
	<i>Task 6 – Execute Plans</i>	
	<i>Task 7 – Consolidate Data</i>	
	<i>Task 8 – Evaluate Program Status</i>	
	Sample Test Questions	Two
	<i>Task 9 – Approve Component Closure</i>	
Controlling the Program	Course Overview	
	Course Outline	
	Learning Objectives	
	Tasks from the ECO	
	Program Life Cycle Activity Groups	
	Program Life Cycle	
	<i>Controlling Activities</i>	
	Sample Test Questions	Two
	<i>Program Performance Monitoring and Control</i>	
	Other Activities and Outputs	
	Program Performance Reports	
	Forecasts	
	Test Taking Tips	Five
	Sample Test Questions	Four
	<i>Program Performance Reporting</i>	
	Program Reports	
	Outputs	
Test Taking Tips	Six	
Sample Test Questions	Four	

Module	Contents	Tips and Test Questions
	<i>Program Financial Monitoring and Control</i>	
	Typical Financial Management Activities	
	Earned Value Overview	
	Key Earned Value Formulas	
	Other EV Formulas	
	Test Taking Tips	Nine
	Sample Test Questions	Five
	<i>Program Procurement Administration</i>	
	Program Procurement Administration Outputs	
	Some Best Practices	
	Other Suggestions	
	Test Taking Tips	Six
	Sample Test Questions	Four
	<i>Program Quality Control</i>	
	Program Quality Control Outputs	
	Other Suggestions	
	Checklists	
	Test Reports / Measurement Results	
	Guidelines for Quality Reviews	
	Test Taking Tips	Nine
	Sample Test Questions	Four
	<i>Resource Interdependency Management</i>	
	Interdependency Management	
	Suggestions	
	Test Taking Tips	Six
	Sample Test Questions	Three
	<i>Program Risk Monitoring and Control</i>	
	Risk Monitoring and Risk Control	
	Why Risk Monitoring Is Important	
	Risk Monitoring and Control Outputs	
	Updates to the Risk Register	
	Test Taking Tips	Seven
	Sample Test Questions	Seven
	<i>Program Schedule Control</i>	
	Schedule Control Activities	
	Program Schedule Control Outputs	
	Test Taking Tips	Seven
	Sample Test Questions	Five
	<i>Program Scope Control</i>	
	Scope and Change Management	
	Responsibilities of the Program Manager	
	Scope Control and the <i>PMBOK</i> ®	

Module	Contents	Tips and Test Questions
	Test Taking Tips	Six
	Sample Test Questions	Three
	<i>Questions Related to the ECO</i>	
	<i>Task 1 – Analyze Variances</i>	
	Sample Test Questions	Two
	<i>Task 2 – Identify Corrective Actions</i>	
	Sample Test Questions	Two
	<i>Task 3 – Address Program Issues</i>	
	Sample Test Questions	Two
	<i>Task 4 – Manage Program Change</i>	
	Sample Test Questions	Two
	<i>Task 5 – Justify Program Changes</i>	
	Sample Test Questions	Two
	<i>Task 6 – Manage Program Risk</i>	
	Sample Test Questions	Two
Closing the Program	Course Overview	
	Course Outline	
	Learning Objectives	
	Tasks from the ECO	
	ECO Life Cycle	
	Program Life Cycle	
	Benefits Life Cycle	
	<i>Program Closure Phase</i>	
	Sub Phases	
	Test Taking Tips	Six
	Sample Test Questions	Two
	<i>Program Financial Closure</i>	
	Program Financial Closure Outputs	
	Considerations in Preparing a Budget to Sustain Benefits	
	Test Taking Tips	Nine
	Sample Test Questions	Three
	<i>Program Procurement Closure</i>	
	Outputs	
	Test Taking Tips	Seven
	Sample Test Questions	Five
<i>Program Transition and Benefit Sustainment</i>		
Sustainment Views		
Program Closure		
Final Report		
Program Documentation Archive Plan		
Knowledge Transition		
Resource Disposition		

Module	Contents	Tips and Test Questions
	Program Closeout	
	Test Taking Tips	Seven
	Sample Test Questions	Six
	<i>Questions Related to the ECO</i>	
	<i>Task 1 – Performance Analysis Report</i>	
	Sample Test Questions	Two
	<i>Task 2 – Obtain Approval to Initiate Closeout</i>	
	<i>Task 3 – Execute Transition Plan</i>	
	<i>Task 4 – Post Review with Stakeholders</i>	
	<i>Task 5 – Report Lessons Learned</i>	
BENEFIT MANAGEMENT	Course Overview	
	Course Outline	
	Learning Objectives	
	Tasks from the ECO	
	Specific Knowledge for Benefits Management	
	Program Life Cycle	
	Benefit Life Cycle	
	<i>Key Definitions</i>	
	Program Benefits Management Domain	
	The Program Manager and Benefits Management	
	Types of Benefits	
	Other Examples	
	Test Taking Tips	Five
	Sample Test Questions	Four
	<i>Benefits Identification</i>	
	Benefits Life Cycle	
	Benefit Identification Activities	
	Identifying Benefits	
	Critical Success Factors	
	CSFs and a Benefit Breakdown Structure	
	Importance of the Business Case	
	Benefits Register	
	Contents of the Benefits Register	
	Measuring Benefits	
	Test Taking Tips	Six
	Sample Test Questions	Four
	<i>Benefits Analysis and Planning</i>	
	Benefits Life Cycle	
	The Importance of Measures	
Examples of Benefits Needing Metrics		
Benefits vs. Costs		

Module	Contents	Tips and Test Questions
	Governance and Benefits	
	Benefits Realization Plan	
	Contents of the Plan	
	Benefits and the Roadmap	
	Update the Benefit Register	
	Benefit Register Example	
	Test Taking Tips	Six
	Sample Test Questions	Seven
	<i>Benefit Delivery</i>	
	Benefit Life Cycle	
	Benefit Delivery Importance	
	Program Benefits and Components	
	Program Benefits and Governance	
	Key Factors	
	Test Taking Tips	Six
	Sample Test Questions	Six
	<i>Benefits Transition</i>	
	Benefits Life Cycle	
	Benefits Transition Importance	
	Benefits Transition Plan Contents	
	Benefit Transition Activities	
	Transition Receivers	
	Test Taking Tips	Six
	Sample Test Questions	Four
	<i>Benefit Sustainment</i>	
	Benefit Life Cycle	
	Sustainment Plan Contents	
	Stewardship Approach	
	Benefit Sustainment Activities	
	The Need for a Business Case	
	Test Taking Tips	Six
	Sample Test Questions	Four
	<i>Questions Related to the ECO</i>	
	<i>Task 1 – Develop Benefit Realization Plan</i>	
	Importance of the Baseline for Benefits	
	Activities to Establish the Baseline	
	Sample Test Questions	Two
	<i>Task 2 – Adapt and Communicate the Benefit Realization Plan</i>	
	Sample Test Questions	Three
	<i>Task 3 – Develop Sustainment Plan</i>	
	Sample Test Questions	Two

Module	Contents	Tips and Test Questions
	<i>Task 4 – Assess Status, Propose Changes</i>	
	<i>Monitoring and Controlling Benefits: Key Points</i>	
	Sample Test Questions	Three
	<i>Task 5 – Manage Component Integration</i>	
	Component Integration: Key Points	
	<i>Task 6 – Maintain Benefits Register</i>	
	<i>Task 7 – Allow for Risk in the Benefits Realization Plan</i>	
	Considerations	
	Ways to Reduce Program Risks to Benefits	
	Decision-Tree Analysis Components	
	Sample Test Question	One
	Remember the Risk Management Process	
	<i>Task 8 – Develop Operational Transition Plan</i>	
STAKEHOLDER MANAGEMENT	Course Overview	
	Course Outline	
	Learning Objectives	
	ECO Tasks	
	Specific Knowledge for Stakeholder Management	
	Program Life Cycle	
	<i>What Is Program Stakeholder Engagement?</i>	
	Who Are Program Stakeholders?	
	The Program Manager’s Role	
	Test Taking Tips	Six
	Sample Test Questions	Five
	<i>Program Stakeholder Identification</i>	
	Examples of Program Stakeholders	
	Identification Approaches	
	Stakeholder Register	
	Definition	
	Test Taking Tips	Six
	Sample Test Questions	Five
	<i>Stakeholder Engagement Planning</i>	
	Considerations	
	Stakeholder Engagement Plan	
	Definition	
	Test Taking Tips	Four
	Sample Test Questions	Four
	<i>Stakeholder Engagement</i>	
	Considerations	
	Key Program Manager Competencies	
	Test Taking Tips	Six

Module	Contents	Tips and Test Questions
	Sample Test Questions	Six
	<i>Program Management Supporting Processes</i>	
	Program Communications Management	
	Communications Planning	
	Communications Planning Outputs	
	Definitions	
	Contents of a Communications Management Plan	
	Test Taking Tips	Five
	Sample Test Questions	Four
	<i>Information Distribution</i>	
	Communication Considerations	
	Information Gathering and Retrieval Systems	
	Information Distribution Methods	
	Lessons Learned Data Base	
	Test Taking Tips	Five
	Sample Test Questions	Ten
	<i>Examination Content Outline</i>	
	Key Definitions from the Required Knowledge	
	<i>Task 1 – Identify Stakeholders</i>	
	Stakeholder Matrix	
	Stakeholder Matrix Examples	
	<i>Task 2 – Analyze Stakeholders</i>	
	Stakeholder Analysis Example	
	Additional Items to Consider	
	<i>Task 3 – Engage Stakeholders</i>	
	Aligning Stakeholder Expectations and Objectives	
	Key Performance Indicators	
	Stakeholder Acceptance Process	
	<i>Task 4 – Maintain Stakeholder Support</i>	
	The Program Manager’s Role	
	<i>Task 5 – Communicate with Stakeholders</i>	
	The Program Manager and Communications	
	Using Communications to Manage Program Resistance	
	<i>Task 6 – Cater to Stakeholder Risks</i>	
	Risk Tolerances and Profiles	
	Determining Risk Tolerances	
	The Need for Effective Risk Management	
	Mindset and Culture	
	Creating a Risk Management Mindset	
	<i>Task 7 – Foster Stakeholder Relationships</i>	
	Stakeholder Engagement Loop	
GOVERNANCE	Course Overview	

Module	Contents	Tips and Test Questions
	Course Outline	
	Learning Objectives	
	Tasks from the ECO	
	Knowledge for Governance	
	Program Life Cycle	
	<i>Program Governance</i>	
	How Governance Supports Program Success	
	Governance Importance	
	Test Taking Tips	Four
	Sample Test Questions	Five
	<i>Program Governance Boards</i>	
	Test Tasking Tips	Four
	Sample Test Questions	Two
	<i>Program Governance Board</i>	
	Governance Board Responsibilities	
	#1 – Governance and Organization Vision and Goals	
	#2 – Program Approval, Endorsement, Initiation	
	#3 – Program Funding	
	Test Taking Tips	Four
	Sample Test Questions	Three
	<i>#4 Program Governance Plan</i>	
	Definition	
	Governance Plan Sections	
	Test Taking Tips	Six
	Sample Test Questions	Six
	<i>#5 Program Success Criteria, Communication, and Endorsement</i>	
	#6 – Approving Program Approach and Plans	
	#7 – Program Performance Support	
	#8 – Program Reporting and Control Processes	
	Process Examples	
	#9 – Program Quality Standards and Planning	
	Test Taking Tips	Five
	Sample Test Questions	Six
	<i>#10 – Monitoring Program Progress and Needed Changes</i>	
	Programs and Change	
	Changes and Program Documentation Updates	
	#11 – Phase-Gate and Other Decision-Point Reviews	
	Items Covered in the Reviews	
	#12 – Approving Component Initiation or Termination	
	Component Closure or Transition	
	#13 – Program Closure	

Module	Contents	Tips and Test Questions
	Test Taking Tips	Six
	Sample Test Questions	Seven
	<i>Program Governance and Program Management</i>	
	Common Governance Roles	
	Governing Program Components	
	Test Taking Tips	Three
	Sample Test Questions	Five
	<i>Other Governance Activities Supporting Program Management</i>	
	The PMO	
	PMIS	
	Knowledge Management	
	Audit Support	
	Education and Training	
	Test Taking Tips	Five
	Sample Test Questions	Six
	<i>Questions Related to the ECO</i>	
	<i>Task 1 – Develop Governance Standards</i>	
	Governance and Its Functions	
	Another View	
	Sample Test Questions	Two
	<i>Task 2 – Select Governance Model</i>	
	Key Points	
	Governance Design Principles	
	Transformation Board Example	
	<i>Task 3 – Apply Stage Gate Reviews</i>	
	<i>Task 4 – Monitor Benefits</i>	
	Key Performance Indicators	
	<i>Task 5 – Develop / Use the PMIS</i>	
	PMIS Purpose	
	Typical PMIS Components	
	PMIS Considerations	
	<i>Task 6 – Address Strategic Risks</i>	
	Governance Structure for Risk Management	
	Importance of Proactive Risk Management	
	<i>Task 7 – Establish Escalation Policies</i>	
	An Escalation Process	
	<i>Task 8 – Contribute to Lessons Learned</i>	
	Types of Knowledge on Programs	
	The Importance of Knowledge Management to Program Management	
	Benefits of Knowledge Management to Program	

Module	Contents	Tips and Test Questions
	Management	
	Knowledge Management Approach	
	The Role of the PMO	
	<i>Task 9 – Identify and Apply Lessons Learned</i>	
	<i>Task 10 – Maintain Strategic Alignment</i>	
	Benefits of the Roadmap	
	Roadmap Example	
	<i>Task 11 – Ensure Operational Alignment</i>	
	Importance of the Program Integration Plan	
	Program Planning Overview	
	Example of an Integrated Program	
	<i>Good Luck, Rick Freeman, rfreeman@rgfgroup.com Copyright © Ginger Levin, 2014</i>	