

From Strategy to Benefits Realization

A Practitioner-Led PgMP® Certification Journey

Welcome!

To The Program Management Professional (PgMP)
Certification Exam Training Course!



Your Instructor



PMI
Authorized
Trainer



Abdul Habib Aulfat

More than 16 years of professional experience in program, project, and contract management.

- PgMP®
- PMP®
- PMI-SP®
- PRINCE2® 7th Practitioner
- Program DPro®
- Project DPro®
- NEBOSH IGC®
- FIDIC Contracts Specialist
- Proposal Management Expert
- BSc, Civil Engineer



PgMP Certificate



About Us!



Afghanistan's
Only PMI Premier
ATP

Lazuli Pamir Consulting Engineering Services Co. is a premier consulting firm in Afghanistan with a track record of over 120 projects in training, engineering, and project management.

As the only PMI and PM4NGOs Premier Authorized Training Partner in Afghanistan, we provide advanced training for internationally recognized certifications like **PgMP**, PMP, and PRINCE2, Program DPro, Project DPro and MEAL DPro.

Our clients include UN agencies, ADB, USAID, AKF and more.

For Individual Trainings we operate from Shahr-e-Naw, Kabul, through our Project Management Initiatives Center (PMIC).

- www.lazulipamir.com
- www.lazulipmic.com

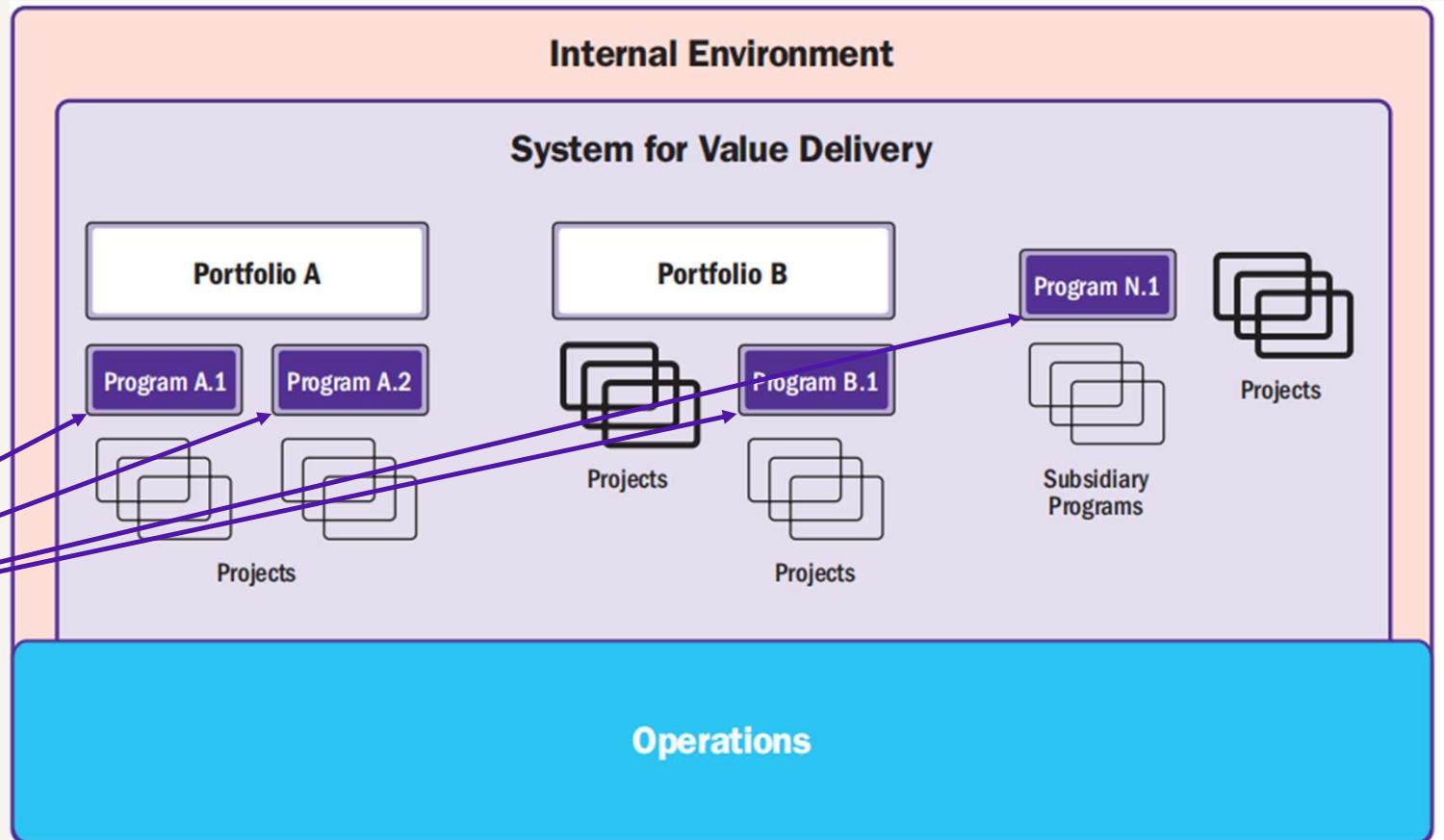


Why PgMP?

Why PgMP?

A **program** is a group of related projects, subsidiary programs, and program activities managed in a coordinated way to obtain **benefits** and control that are not available from managing them individually.

Program as a Key Element of the Value Delivery System:



Why PgMP?

- **Lead multiple related projects as one program**
- **Deliver strategic benefits, not just outputs**
- **Strengthen executive and governance credibility**
- **Focus on value, change, and stakeholder alignment**
- **Unlock senior roles: Program Director, PMO Head, Transformation Lead**
- **One of the rarest and most respected PMI certifications**



PgMP Certified in Afghanistan:

PMP®
Active ☺ • Dec 2017

PMI-RMP®
Retired ☺ • Oct 2019

PgMP®
Active ☺ • Jan 2021

PfMP®
Active ☺ • Jul 2025

Abdul Habib Aulfat
KAB, Afghanistan

PMP®
Active ☺ • Jul 2023

PMI-SP®
Active ☺ • Mar 2024

PgMP®
Active ☺ • Jan 2025

PMP®
Active ☺ • Aug 2024

PgMP®
Active ☺ • Dec 2024

I do not want to mention the names of the other two PgMP-certified professionals, in this documents because I don't have their permission, but you can search PMI to find their names if you are interested.

PgMP Certified Around the World:

- 1,673 PgMP, United States
- 2,756 PgMP, China, Mainland
- 733 PgMP, Saudi Arabia
- 413 PgMP, Canada
- 698 PgMP, India
- 243 PgMP, United Arab Emirates
- 96 PgMP, Pakistan
- 169 PgMP, Australia
- 253 PgMP, Egypt
- 40 PgMP, France
- 87 PgMP, Germany
- 43 PgMP, Hong Kong
- 46 PgMP, Japan
- 84 PgMP, Jordan
- 63 PgMP, Kuwait
- 66 PgMP, Mexico
- 35 PgMP, Poland
- 75 PgMP, Qatar
- 102 PgMP, Singapore
- 44 PgMP, South Africa
- 36 PgMP, Spain
- 24 PgMP, Türkiye
- 91 PgMP, United Kingdom
- 199 PgMP, Viet Nam
- 3 PgMP, Afghanistan

**Total around
10,000 PgMP
Certified**



Target Audience – PgMP® Certification

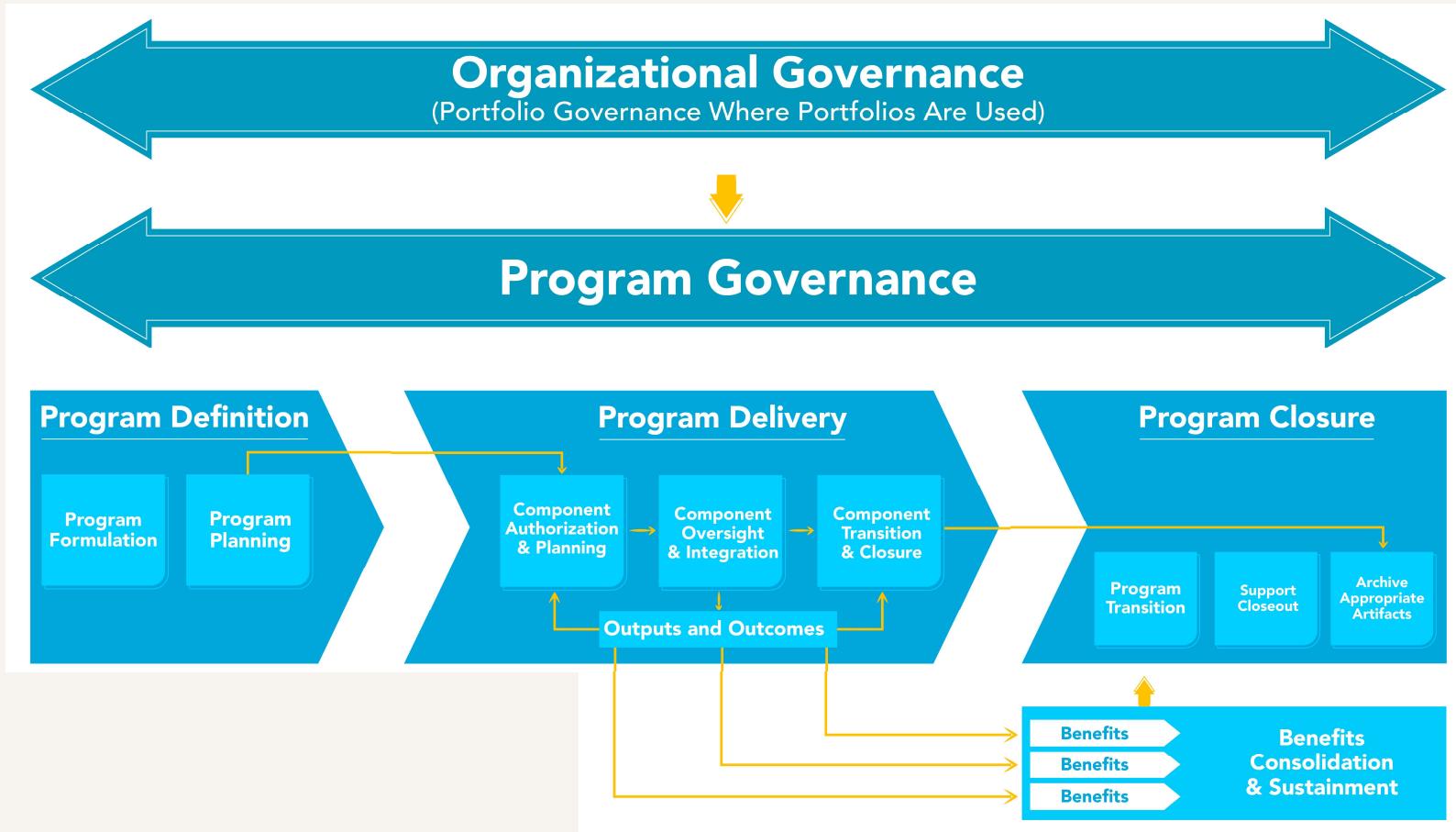
Target Audience – PgMP® Certification

- Program Managers managing multiple interrelated projects
- Senior Project Managers transitioning to program-level roles
- Portfolio, PMO, and Enterprise PMO professionals
- Program Directors and Program Leads
- Heads of Programs / Heads of Projects
- Senior Managers responsible for benefits realization and strategic alignment
- Donor-funded program managers (UN, World Bank, ADB, NGOs)
- Government and public-sector senior project/program officials
- Large-scale infrastructure, development, and transformation program leaders
- Professionals preparing for executive or C-level roles (Strategy, Operations, Delivery)



PgMP Course Outline

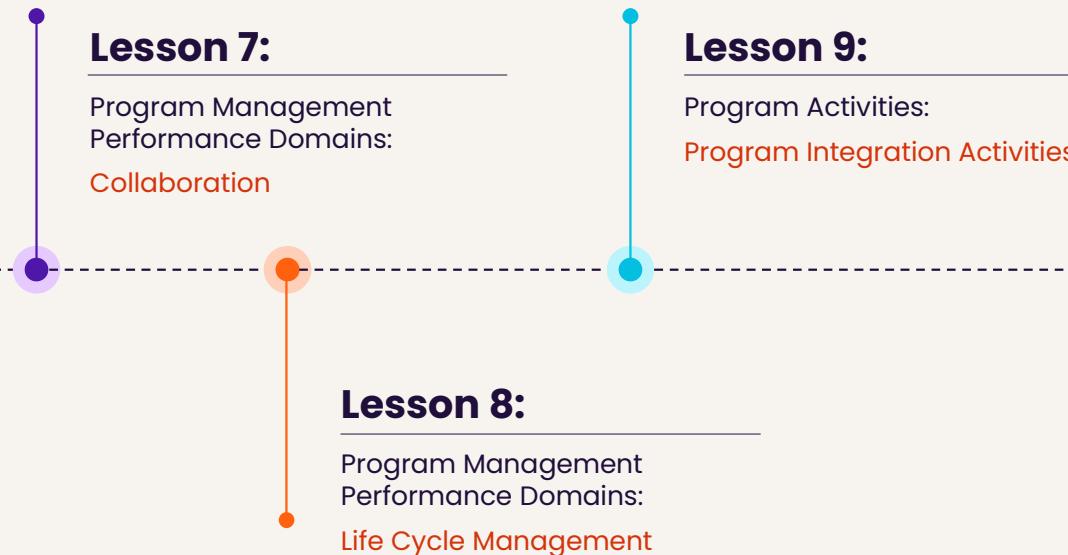
Program Management Life Cycle:



Course Organization



Course Organization



Course Organization





PMIC's Unique Resources

Our Resources:

Training Slides and Books

1. PMI Standard for Program Management – 5th Edition
2. PMBOK® Guide – 8th Edition
3. PgMP® Exam Content Outline (ECO)
4. PgMP® Training Slides

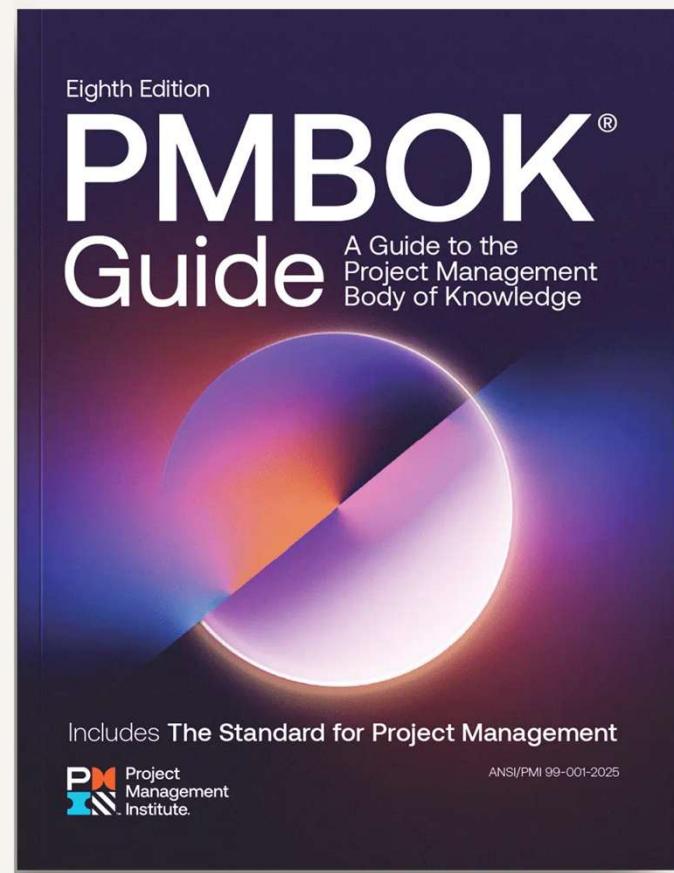
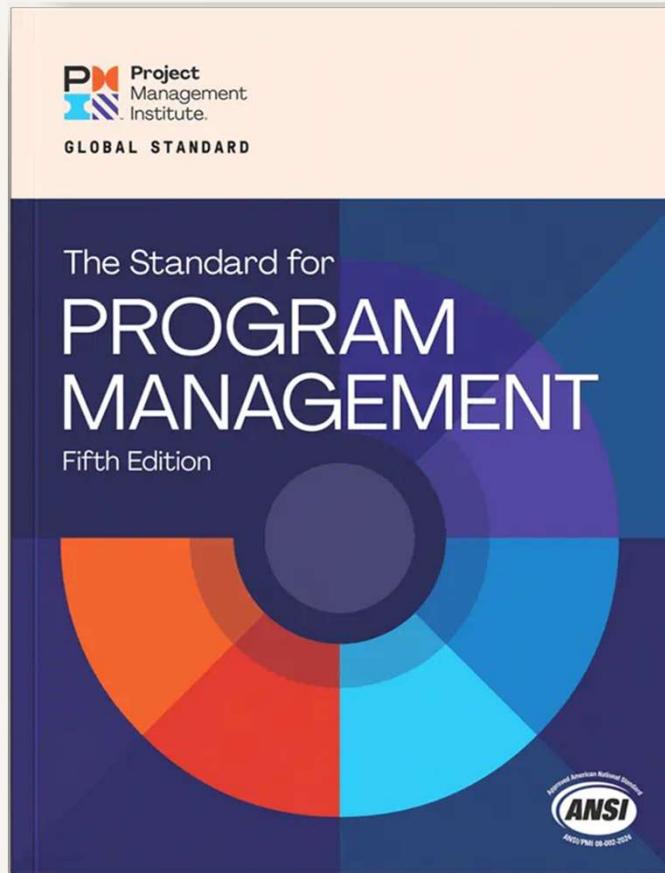
Access to LMS

1. 24-month access to the LMS
2. Nearly 3,000 updated PgMP® exam-focused questions
3. Practice aligned with the latest PgMP exam structure

Infographics and Templates

1. Useful infographics for concept clarity
2. Practical templates for real-world program management
3. Designed to support both exam preparation and professional practice

Books:





PgMP Exam & Application

PgMP Exam:

Exam length: 170 questions

Exam time: 240 minutes

Languages: English

Pass Rate: Maybe above 65%

PgMP® Exam Venue – Test Center Based Only

PgMP Exam Domains:

Domain	% of Exam
I. Strategic Program Alignment	15%
II. Program Life Cycle Management	44%
III. Benefits Alignment	11%
IV. Stakeholder Engagement	16%
V. Governance	14%
Total	100%

72
Tasks

PgMP ECO:



PgMP®

Exam Content Outline

Program Management Professional (PgMP)®

PgMP® Exam Update (2024)

The PgMP Exam Content Outline (ECO) and the reference book were officially updated in 2024.

The PgMP exam is now based on the PMI Standard for Program Management – 5th Edition.

This version will remain valid for approximately the next 7 years, and no major exam changes are expected during this period.

PgMP is one of the toughest certification exams, with more than 72 tasks defined in the Exam Content Outline (ECO).

PgMP Training Fee:

PgMP® Training Package:

- **30–40 hours of expert-led PgMP training**
- **Official PMI Standard for Program Management (5th Edition)**
- **24-month access to LMS**
 - ~3,000 updated PgMP exam questions
- **Exam-focused infographics & professional templates**
- **Structured, exam-aligned learning path**

400 USD – It's Final

PgMP Exam Application:

Before you apply, make sure you meet one of the following sets of PgMP certification requirements:

Set A Requirements:

- High school or secondary school diploma (or global equivalent)
- 48 months/4 years of project management experience or PMP within the past 15 years
- 84 months/7 years of program management experience within the past 15 years

Set B Requirements:

- Bachelor's degree or higher (or global equivalent)
- 48 months/4 years of project management experience or PMP within the past 15 years
- 48 months/4 years of program management experience within the past 15 years

Set C Requirements:

- Bachelor's degree or higher (or global equivalent) from a GAC accredited program
- 36 months/3 years project management experience or PMP within the past 15 years
- 36 months/3 years of program management experience within the past 15 years

PgMP Exam Application:

Your application was accepted. What's next?

First, congratulations!

You're on the path toward career advancement. Once you verify your acceptance, the next step is to pay your exam fee.

In the case you're selected for an eligibility audit

You must provide the following to confirm your eligibility:

- Copy of degree
- Certification or proof of Project Management experience

Panel review and exam scheduling

After you pay, a panel of volunteer PgMP-certified program managers will assess your professional experience based on your summary responses on the PgMP panel assessment.

Upon successfully completing the Panel Review Assessment, you can schedule your exam.

- You may attempt the exam up to three times in one year if you don't pass.

PgMP Exam Fee:

PgMP® Certification – Fees & Exam Policy

- ◆ **PgMP® Initial Exam Fee**

USD 700 – Non-PMI Member – **USD 560** – PMI Member

- ◆ **PgMP® Exam Retake Fee**

(If candidate does not pass on first attempt)

USD 560 – Non-PMI Member – **USD 420** – PMI Member

Maximum 3 attempts allowed

- ◆ **PgMP® Certification Renewal Fee**

USD 105 – Non-PMI Member

PgMP Certification Renewal Policy:

How do I renew my certification?

Whether you've just earned your certification—or have been a certification holder for years—the steps are the same.

1. Earn the required amount of Professional Development Units (PDUs) to meet the Continuing Certification Requirements (CCR) for your certification.
2. Enter your PDUs in the online [Continuing Certification Renewal System \(CCRS\)](#).
3. **Pay the renewal fee: (105) USD** Please Note: The Certification Renewal Fee is independent of the PMI Membership Renewal Fee.
4. Once you've renewed your certification, take a break before you start planning for your next 3-year renewal cycle.

PgMP Exam Sample Question:

Program Alpha has been terminated. Two ongoing projects under Program Alpha are critical because their expected benefits are required by Program Beta. Senior management decides to transfer these two projects into Program Beta so they can be completed.

The projects are already 50% and 70% complete. However, they currently follow different reporting approaches, standards, and tools than those used in Program Beta.

As the Program Manager of Program Beta, you must decide how to proceed in order to achieve optimal program performance and benefit realization.

What is the best action for the Program Manager of Program Beta?

- A. Train the existing project managers and teams to adopt Program Beta's standards and implement changes so the transferred projects operate like the other projects in the program.
- B. Replace the current project managers with experienced project managers from Program Beta to quickly enforce compliance with program standards.
- C. Allow the transferred projects to continue using their original standards and tools to avoid disruption and delays.
- D. Evaluate the value of standardization versus flexibility, determine the optimal approach, and present a recommendation to the Program Steering Committee.



Knowledge Specific for PgMP Exam!

Knowledge Specific for PgMP Exam!

Professional & Leadership Skills:

- Active listening
- Analytical thinking
- Capacity planning
- Change management
- Communicating
- Critical thinking
- Distilling and synthesizing requirements
- Employee engagement
- Executive-level presentation
- Facilitation
- Integration
- Innovative thinking
- Interpersonal interaction and relationship management
- Interviewing
- Leadership
- Leadership theories and techniques
- Leveraging opportunities
- Managing expectations
- Managing virtual/multicultural/remote/global teams
- Maximizing resources / achieving synergies
- Negotiating / persuading / influencing
- Negotiation strategies and techniques
- Motivational techniques
- Emotional intelligence
- Coaching and mentoring techniques
- Team development and dynamics
- Team competency assessment techniques
- Talent evaluation
- Succession planning
- Cultural diversity and distinctions
- Collaboration tools and techniques
- Conflict resolution techniques
- Communication tools and techniques
- Presentation tools and techniques

Knowledge Specific for PgMP Exam!

Strategic, Business & Governance Knowledge

- Business strategy
- Business environment
- Business ethics
- Business models, structure, and organization
- Business / organization objectives
- Business value measurement
- Benchmarking
- Strategic management
- Strategic planning and analysis
- Program mission and vision
- Portfolio management
- Marketing
- Industry and market knowledge
- Economic forecasting
- Feasibility analysis
- Funding models
- Funding processes
- Governance frameworks
- Governance processes and procedures
- Go / No-Go decision criteria
- SWOT analysis
- Trend analysis
- Scenario analysis
- Public relations
- Social responsibility
- Sustainability and environmental issues
- Intellectual property laws and guidelines
- Legal and regulatory requirements
- Information privacy

Knowledge Specific for PgMP Exam!

Program, Project & Portfolio Management

- Program initiation plan
- Program management plans
- Program transition strategies
- Program and constituent project charter development
- Program and project change requests
- Program Management Office (PMO) composition and responsibilities
- Phase gate reviews
- Closeout plans, procedures, techniques, and policies
- Financial closure processes
- Program transition strategies
- Product / service development phases
- Program benefits maintenance and sustainment post-delivery
- Program and project change requests
- Portfolio management

Knowledge Specific for PgMP Exam!

Benefits & Value Management

- Benefit optimization
- Benefits measurement and analysis techniques
- Business value measurement
- Impact assessment techniques
- Cost-benefit techniques
- Decision tree analysis
- Maintenance and sustainment of program benefits post-delivery

Knowledge Specific for PgMP Exam!

Planning, Execution & Control

- Planning theory, techniques, and procedures
- Decomposition techniques (e.g., Work Breakdown Structure – WBS)
- Scope management
- Schedule management techniques and tools
- Resource estimation (human and material)
- Resource leveling techniques
- Capacity planning
- Logistics management
- Procurement management
- Contract negotiation and administration
- Contract types
- Service level agreements
- Vendor management
- Contingency planning

Knowledge Specific for PgMP Exam!

Financial & Cost Management

- Budget processes and procedures
- Cost management
- Financial measurement and management techniques
- Funding models
- Funding processes
- Financial closure processes

Performance, Quality & Metrics

- Performance management techniques (cost, time, objectives)
- Performance and quality metrics
- Performance analysis and reporting techniques (e.g., earned value)
- Metrics definition and measurement techniques
- Quality control and management tools and techniques
- Customer satisfaction measurement
- Customer relationship management
- Expectation management

Knowledge Specific for PgMP Exam!

Risk, Safety & Compliance

- Risk management
- Risk analysis techniques
- Risk mitigation and opportunity strategies
- Safety standards and procedures
- Information privacy
- PMI Code of Ethics and Professional Conduct

Decision-Making & Problem Solving

- Decision-making techniques
- Problem-solving
- Problem-solving tools and techniques
- Root cause analysis
- Brainstorming techniques
- Data analysis and data mining
- Statistical analysis

Knowledge Specific for PgMP Exam!

Human Resource & Organizational Management

- Human resource management
- Knowledge management
- Training methodologies
- Employee engagement
- Team development and dynamics
- Coaching and mentoring techniques

Information Systems & Tools

- Project Management Information Systems (PMIS)
- Reporting tools and techniques
- Archiving tools and techniques
- Collaboration tools and techniques

Systems & Implementation

- Systems thinking
- System implementation models and methodologies
- Integration

Knowledge Specific for PgMP Exam!

Customer & Stakeholder Management

- Stakeholder analysis and engagement
- Managing expectations
- Customer relationship management
- Customer satisfaction measurement
- Expectation management

Ethics, Responsibility & Governance

- Business ethics
- Social responsibility
- PMI Code of Ethics and Professional Conduct
- Governance frameworks
- Governance processes and procedures

Thank you!

Please don't hesitate to ask if you have any questions.