PMI PgMP Program Prep

Free Practice Test — 30 Real Exam-Style Questions

with full answer key & explanations

Unlock the full bank of 1103 questions
+ unlimited timed mock exams + mistake book

Practice on the web: https://certs.theorypractice.app/pgmp
$2.99 / week · $6.99 / month · cancel anytime

What you unlock: all 1103 questions • unlimited timed mock exams • mistake book • instant explanations

Also on iOS & Android — and watch the full Q&A walkthrough on YouTube @CertsQuizPrep

Practice Questions

Try all 30 first, then check the answer key at the back.

Want the other 1073+ questions & full timed mock exams? Unlock at https://certs.theorypractice.app/pgmp

1. What is the primary role of a business case in strategic program alignment?

A. To document technical specifications
B. To assign project resources
C. To create detailed schedules
D. To demonstrate how the program supports organizational strategy and delivers value

2. When evaluating multiple potential programs, what should be the primary criterion for prioritization?

A. Shortest duration
B. Technical complexity
C. Alignment with organizational strategic objectives
D. Lowest implementation cost

3. What is the key purpose of conducting a strategic gap analysis?

A. To create project schedules
B. To identify differences between current state and desired strategic outcomes
C. To document project risks
D. To assign team roles

Also on iOS & Android — and watch the full Q&A walkthrough on YouTube @CertsQuizPrep

4. How should a program manager respond when strategic objectives change during program execution?

A. Reassess and realign the program to support new strategic objectives
B. Continue with the original plan
C. Immediately terminate the program
D. Ignore the strategic changes

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start

Unofficial study material · not affiliated with any certifying body

5. What is the main benefit of maintaining strong strategic alignment in program management?

A. Reducing operational costs
B. Simplifying project management
C. Minimizing stakeholder involvement
D. Ensuring program investments directly contribute to organizational success

6. Which document should be regularly reviewed to ensure continued program alignment with organizational strategy?

A. Resource allocation sheet
B. Budget report
C. Strategic plan
D. Project schedule

Want the other 1073+ questions & full timed mock exams? Unlock at https://certs.theorypractice.app/pgmp

7. What role does environmental analysis play in strategic program alignment?

A. Creates workflow diagrams
B. Identifies external factors that might impact strategic objectives
C. Determines project budgets
D. Assigns team responsibilities

8. What should be the primary focus when developing program success criteria?

A. Alignment with strategic objectives
B. Technical specifications
C. Resource utilization
D. Project completion speed

9. Which stakeholder group is most important to consult when ensuring strategic alignment?

A. Project team members
B. Vendors
C. End users
D. Executive leadership

Also on iOS & Android — and watch the full Q&A walkthrough on YouTube @CertsQuizPrep

10. What is the purpose of a strategic alignment assessment?

A. To measure team performance
B. To document technical requirements
C. To evaluate how well program objectives support organizational strategy
D. To track project costs

11. What should be considered when prioritizing program components?

A. Technical requirements
B. Their contribution to strategic objectives
C. Implementation complexity
D. Resource availability

12. When should strategic alignment be first established in a program?

A. During program initiation
B. After execution begins
C. During closure
D. When problems arise

Want the other 1073+ questions & full timed mock exams? Unlock at https://certs.theorypractice.app/pgmp

13. What is a key indicator of poor strategic alignment?

A. High project costs
B. Complex technical requirements
C. Large team size
D. Program outcomes don't support organizational objectives

14. How often should strategic alignment be reviewed?

A. Once during initiation
B. When issues arise
C. Continuously throughout the program lifecycle
D. Only at program completion

15. What tool is most useful for demonstrating strategic alignment to stakeholders?

A. Resource calendar
B. Strategic alignment matrix
C. Gantt chart
D. Budget spreadsheet

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start

Unofficial study material · not affiliated with any certifying body

Also on iOS & Android — and watch the full Q&A walkthrough on YouTube @CertsQuizPrep

16. What is the role of KPIs in strategic alignment?

A. To measure program contribution to strategic objectives
B. To track project costs
C. To monitor team performance
D. To document risks

17. What should be done if a program component is found to have weak strategic alignment?

A. Increase its budget
B. Accelerate its completion
C. Add more resources
D. Reassess and potentially modify or terminate it

18. What is the primary benefit of using a strategic alignment framework?

A. Simplifies scheduling
B. Minimizes documentation
C. Ensures consistent support of strategic objectives
D. Reduces project costs

Want the other 1073+ questions & full timed mock exams? Unlock at https://certs.theorypractice.app/pgmp

19. What role does strategic alignment play in resource allocation?

A. Defines technical requirements
B. Guides prioritization of resources to strategic initiatives
C. Determines team size
D. Sets project budgets

20. What is the consequence of poor strategic alignment in program management?

A. Wasted resources and reduced organizational value
B. Technical difficulties
C. Schedule delays
D. Team conflicts

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start

Unofficial study material · not affiliated with any certifying body

21. What is the primary purpose of the program definition phase?

A. To close out completed projects
B. To evaluate individual team member performance
C. To conduct post-implementation reviews
D. To establish the program's scope, objectives, and expected benefits

Also on iOS & Android — and watch the full Q&A walkthrough on YouTube @CertsQuizPrep

22. During program execution, what is the most important responsibility of a program manager?

A. Creating detailed technical specifications
B. Performing quality control tests
C. Coordinating and integrating multiple projects to achieve program benefits
D. Managing individual project schedules

23. What is the main purpose of program monitoring and control?

A. To delay program completion
B. To track program progress and ensure alignment with strategic objectives
C. To micromanage project managers
D. To create additional documentation

24. When should the program management plan be baseline?

A. After stakeholder approval during the planning phase
B. During program closure
C. After the first project starts
D. When benefits are realized

Want the other 1073+ questions & full timed mock exams? Unlock at https://certs.theorypractice.app/pgmp

25. What is a key consideration when transitioning between program phases?

A. Rushing to the next phase
B. Skipping documentation
C. Ignoring stakeholder input
D. Ensuring all phase gate requirements are met before proceeding

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start

Unofficial study material · not affiliated with any certifying body

26. How should a program manager handle resource conflicts between component projects?

A. Ignore the conflict
B. Add more resources without analysis
C. Prioritize resources based on program objectives and benefits
D. Give resources to the most demanding project manager

27. What is the primary output of program closure?

A. Marketing materials
B. Documentation of program outcomes and lessons learned
C. New project proposals
D. Staff performance reviews

Also on iOS & Android — and watch the full Q&A walkthrough on YouTube @CertsQuizPrep

28. How should significant changes to program scope be handled?

A. Through formal change control processes with stakeholder approval
B. By immediate implementation
C. Through informal agreements
D. By program manager decision alone

29. What is the best approach for managing dependencies between program components?

A. Let project managers handle dependencies
B. Ignore dependencies until issues arise
C. Handle issues as they occur
D. Create and maintain an integrated program schedule

30. What should be the focus during program initiation?

A. Assigning project resources
B. Conducting technical work
C. Defining program vision and securing stakeholder commitment
D. Creating detailed project plans

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start

Unofficial study material · not affiliated with any certifying body

Answer Key & Explanations

You just practised 30 of 1103. Unlock every question + timed mocks at https://certs.theorypractice.app/pgmp

1. D — To demonstrate how the program supports organizational strategy and delivers value
A business case justifies the program's existence by demonstrating how it supports organizational strategy and delivers value. It links program outcomes to strategic objectives and provides the foundation for investment decisions.

2. C — Alignment with organizational strategic objectives
Strategic alignment is the most important factor in program prioritization as it ensures resources are allocated to initiatives that best support organizational objectives and deliver strategic value.

3. B — To identify differences between current state and desired strategic outcomes
Strategic gap analysis helps identify differences between current capabilities and desired strategic outcomes, enabling organizations to develop programs that bridge these gaps effectively.

4. A — Reassess and realign the program to support new strategic objectives
When strategic objectives change, the program must be reassessed and potentially realigned to ensure it continues to support organizational goals. This may require adjustments to scope, deliverables, or even program continuation.

5. D — Ensuring program investments directly contribute to organizational success
Strong strategic alignment ensures that program investments and efforts directly contribute to organizational success by focusing resources on initiatives that support strategic goals.

6. C — Strategic plan
The strategic plan provides the foundation for program alignment and should be regularly reviewed to ensure programs remain aligned with organizational direction and objectives.

7. B — Identifies external factors that might impact strategic objectives
Environmental analysis helps identify external factors that might impact strategic objectives, enabling better program alignment and adaptation to changing conditions.

8. A — Alignment with strategic objectives
Success criteria should primarily focus on alignment with strategic objectives to ensure the program delivers value that supports organizational goals and strategy.

9. D — Executive leadership
Executive leadership provides strategic direction and vision for the organization, making them crucial for ensuring proper program alignment with organizational strategy.

10. C — To evaluate how well program objectives support organizational strategy
A strategic alignment assessment evaluates how well program objectives and outcomes support organizational strategy, helping ensure programs remain focused on strategic value delivery.

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start

Unofficial study material · not affiliated with any certifying body

11. B — Their contribution to strategic objectives
Strategic value contribution should be the primary consideration when prioritizing program components to ensure resources are allocated to initiatives that best support organizational objectives.

12. A — During program initiation
Strategic alignment must be established during program initiation to ensure the program is designed and structured to support organizational objectives from the start.

13. D — Program outcomes don't support organizational objectives
When program outcomes don't support organizational objectives, it indicates poor strategic alignment and suggests the program isn't effectively contributing to organizational strategy.

14. C — Continuously throughout the program lifecycle
Regular reviews ensure programs remain aligned with organizational strategy, especially as business conditions and strategic priorities may change over time.

15. B — Strategic alignment matrix
A strategic alignment matrix visually demonstrates how program components and outcomes support specific organizational strategic objectives.

16. A — To measure program contribution to strategic objectives
KPIs help measure and track how effectively programs are contributing to strategic objectives, enabling proper monitoring of strategic alignment.

17. D — Reassess and potentially modify or terminate it
Components with weak strategic alignment should be reassessed and potentially modified or terminated to ensure resources are focused on strategically valuable initiatives.

18. C — Ensures consistent support of strategic objectives
A strategic alignment framework provides a structured approach for ensuring programs consistently support and advance organizational strategic objectives.

19. B — Guides prioritization of resources to strategic initiatives
Strategic alignment guides resource allocation by ensuring resources are prioritized for initiatives that best support organizational strategic objectives.

20. A — Wasted resources and reduced organizational value
Poor strategic alignment leads to wasted resources and reduced organizational value as program efforts don't effectively contribute to strategic objectives.

21. D — To establish the program's scope, objectives, and expected benefits
The program definition phase is crucial for establishing the fundamental parameters of the program, including its scope, objectives, and expected benefits, which guide all subsequent program activities.

22. C — Coordinating and integrating multiple projects to achieve program benefits
The program manager's primary responsibility during execution is to ensure the coordination and integration of multiple projects to achieve overall program benefits, rather than focusing on individual project details.

23. B — To track program progress and ensure alignment with strategic objectives
Program monitoring and control ensures that the program remains aligned with strategic objectives and is

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start
Unofficial study material · not affiliated with any certifying body

progressing as planned, allowing for timely corrective actions when needed.

24. A — After stakeholder approval during the planning phase
The program management plan should be baselined after stakeholder approval during the planning phase to establish a reference point for measuring progress and managing changes.

25. D — Ensuring all phase gate requirements are met before proceeding
Phase gates ensure that all necessary requirements and deliverables are completed before moving to the next phase, maintaining program quality and control.

26. C — Prioritize resources based on program objectives and benefits
Resource conflicts should be resolved by prioritizing based on program objectives and expected benefits, ensuring optimal resource allocation across the program.

27. B — Documentation of program outcomes and lessons learned
Program closure should document outcomes, lessons learned, and benefits realized to inform future programs and contribute to organizational knowledge.

28. A — Through formal change control processes with stakeholder approval
Significant scope changes must go through formal change control processes and receive stakeholder approval to maintain program integrity and governance.

29. D — Create and maintain an integrated program schedule
An integrated program schedule helps identify, track, and manage dependencies between program components, ensuring coordinated delivery.

30. C — Defining program vision and securing stakeholder commitment
Program initiation should focus on establishing the program vision and securing stakeholder commitment to ensure proper foundation and support.

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start
Unofficial study material · not affiliated with any certifying body

Ready to pass?

Unlock the full PMI PgMP Program Prep bank, every explanation, and unlimited timed mock exams.

Scan to start practising
https://certs.theorypractice.app/pgmp

Watch the full video walkthrough on YouTube @CertsQuizPrep

Unlock all 1103 questions + timed mock exams
→ **https://certs.theorypractice.app/pgmp**
$2.99/week or $6.99/month · cancel anytime · scan to start

Unofficial study material · not affiliated with any certifying body