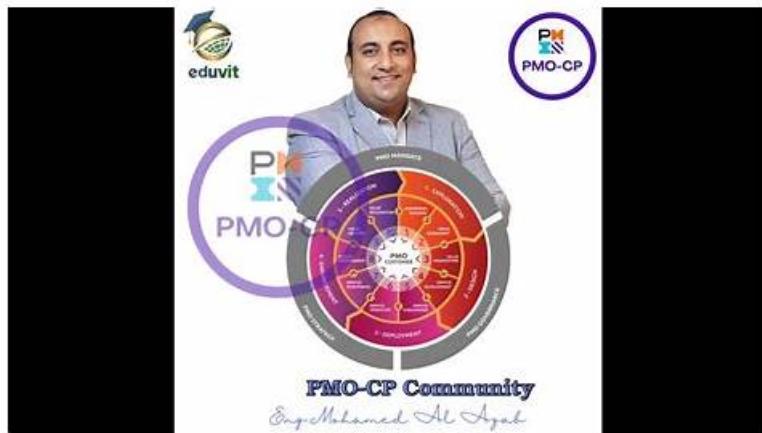


# PMO-CP Frequent Updates & PMO-CP Study Guides



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## PMI PMO-CP Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>Assessing the PMO Maturity and Planning Its Evolution: This module guides PMO managers and strategic planners through the process of assessing the maturity of their PMO.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>Collecting Stakeholders' Expectations: In this module, PMO managers, project management professionals, and business analysts will learn how to effectively gather and understand the expectations of various stakeholders. This includes identifying key stakeholders, capturing their needs and expectations, and aligning those with the goals of the Project Management Office (PMO).</li></ul>
Topic 3	<ul style="list-style-type: none"><li>Calculating the PMO ROI (Return On Investment): In this module, PMO managers and financial analysts will learn how to calculate the return on investment (ROI) for the PMO. This involves assessing the financial benefits delivered by the PMO relative to its costs and effectively communicating this value to stakeholders and senior management.</li></ul>
Topic 4	<ul style="list-style-type: none"><li>Establishing the PMO Balanced Scorecard: This module helps PMO managers and performance measurement professionals develop and implement a balanced scorecard for the PMO.</li></ul>
Topic 5	<ul style="list-style-type: none"><li>Defining the PMO Headcount and Competencies: In this module, PMO managers and HR professionals will focus on determining the appropriate headcount for the PMO and defining the necessary competencies for its staff.</li></ul>
Topic 6	<ul style="list-style-type: none"><li>Establishing the PMO Processes: In this module, PMO managers and process improvement specialists will learn how to set up the essential processes for the PMO. It involves designing and implementing standardized processes that enhance project management effectiveness across projects.</li></ul>

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## PMI PMO Certified Professional Sample Questions (Q80-Q85):

### NEW QUESTION # 80

After collecting PMO stakeholders' benefit expectations, the PMO VALUE RING provides:

- A. A list of verified processes, based on the expectations of the upper management.
- B. A list of recommended functions prioritized, based on the stakeholders' expected benefits.
- C. A list of recommended functions prioritized from the processes indicated as best practices.
- D. A list of recommended benefits from the functions.

**Answer: B**

Explanation:

The PMO VALUE RING methodology is designed to align PMO functions with the benefits expected by stakeholders. After collecting stakeholders' benefit expectations, the methodology provides a list of recommended functions that are prioritized based on these expectations. This approach ensures that the PMO is focused on delivering the highest value according to the specific needs and priorities of the organization.

\* Stakeholder-Centric Approach: The PMO VALUE RING emphasizes the importance of understanding what stakeholders expect from the PMO in terms of benefits. These expectations are then used to prioritize the PMO's functions, ensuring that the PMO is delivering value where it matters most.

\* Function Prioritization: Based on the collected expectations, the methodology generates a list of PMO functions that should be implemented or emphasized. This prioritization ensures that the PMO's efforts are strategically aligned with the organization's goals and stakeholder needs.

\* PMI References: PMI's standards, such as the PMBOK Guide and other portfolio management resources, also emphasize the need for alignment with stakeholder expectations to deliver value. The PMO VALUE RING builds on this by providing a structured approach to function selection based on these expectations.

PMI and PMO VALUE RING References:

\* The PMO VALUE RING methodology specifically focuses on aligning PMO activities with stakeholder expectations to maximize value delivery. This process is central to its function recommendation system.

### NEW QUESTION # 81

Two PMO professionals were allocated to execute a specific function. The allocated professionals have, respectively, Personal Competency Adherence Indicators (p-CAI) of 75% and 65% for this function. It's observed that the Competency Adherence Indicator of the Function (f-CAI) is 85%. We could say that:

- A. The f-CAI is calculated according to the goal established by the PMO stakeholders.
- B. The calculation was done correctly, but there is not enough information available to justify the f-CAI equal to 85%.
- C. The f-CAI is calculated considering the best performance (p-CAI) among the members of the PMO allocated in the function, justifying the f-CAI equal to 85%.
- D. The f-CAI calculation was done incorrectly and the correct result would be 70%.

**Answer: B**

Explanation:

The Competency Adherence Indicator of the Function (f-CAI) reflects the alignment of the allocated professionals' competencies with the requirements of the function. In this scenario, while the individual Personal Competency Adherence Indicators (p-CAI) are 75% and 65%, the f-CAI is reported as 85%. This suggests that the calculation was performed correctly, but there may be additional factors or data influencing the f-CAI that are not provided in the question.

\* f-CAI Calculation: The f-CAI is typically calculated by assessing the collective competencies of all professionals involved in the function and comparing them to the required competencies for that function. The result is an overall indicator of how well the function's competency requirements are met by the assigned team.

\* Lack of Complete Information: With the given data, we know the individual p-CAIs, but the calculation leading to an f-CAI of 85% could involve other factors such as weighting of competencies, different roles within the function, or additional inputs that have not been disclosed.

\* PMI References: According to PMI's standards on resource management and competency frameworks, accurate competency assessment is crucial for effective function execution. The PMO VALUE RING methodology supports this by providing a structured approach to competency alignment.

PMI and PMO VALUE RING References:

\* The PMO VALUE RING includes mechanisms for assessing and aligning competencies with function requirements. However, it requires a full set of data and contextual understanding to accurately interpret f-CAI values, which might not be fully covered by the provided information.

## NEW QUESTION # 82

The performance of the PMO should be evaluated:

- A. Annually, to ensure the alignment of the PMO with the needs of the organization.
- B. By an independent audit, to ensure an exempt evaluation.
- C. With a unique and indispensable performance indicator that demonstrates the impact of the PMO on the business.
- D. **In a different and specific way for each function.**

**Answer: D**

Explanation:

The performance of a PMO should be evaluated based on the specific nature of each function it performs. Different functions, such as governance, risk management, or resource allocation, will have different metrics and performance indicators. A one-size-fits-all evaluation would not accurately capture the performance of each distinct function, and thus, PMO evaluations must consider each function's contribution and how it supports the organization's strategic goals.

## NEW QUESTION # 83

A PMO team is working to formalize its operations and ensure consistency in how it delivers value.

They are discussing the role of processes in defining and supporting the PMO's functions. What are PMO processes?

- A. **The processes established to execute each function performed by the PMO**
- B. The established processes used to manage projects, programs, and the organizational portfolio
- C. The processes developed for project planning, tracking, and controlling project activities
- D. The processes defined to outline project needs and allocate necessary PMO resources

**Answer: A**

Explanation:

PMO processes are the mechanisms used to execute its specific functions, such as portfolio management, resource allocation, and performance monitoring. These processes ensure consistency, efficiency, and alignment with organizational goals.

References:

\* PMI's The Standard for Portfolio Management.

\* PMO Process Frameworks - Best practices for formalizing processes.

## NEW QUESTION # 84

During a strategic planning session, the PMO leadership team is evaluating the best approach to define the PMO's functions. The team considers whether it should follow a universally recognized model or type of PMO or adopt industry best practices. How should the functions of a PMO be established to best serve the organization and its stakeholders?

- A. **By identifying the specific benefit expectations of stakeholders and defining the PMO functions that will best fulfill those needs, ensuring alignment with organizational goals**
- B. By selecting and following a model considered to be a best practice, such as a Strategic PMO, Center of Excellence, or Agile, which may have worked well in other organizations
- C. By implementing the same functions that are used in organizations recognized as industry benchmarks, assuming that they will be equally effective in this context
- D. By directly asking stakeholders what functions they believe the PMO should perform, even if this does not necessarily align with strategic objectives or operational needs

**Answer: A**

### Explanation:

Defining PMO functions based on stakeholders' benefit expectations ensures alignment with organizational goals and maximizes relevance. Rigidly adopting predefined models or benchmarks may not address the unique needs of the organization, whereas tailoring functions fosters value delivery.

## References:

- \* PMI's Organizational Project Management (OPM) framework.
- \* The Standard for Portfolio Management - Customized approaches for PMO function design.

## NEW QUESTION # 85

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