# 📘 PMI PMO-CP Study Guide

Here's a **comprehensive PMI-PMOCP® Study Guide**, broken down by **domain** with **detailed items** you need to know for the exam. This guide builds on the earlier study plan and is designed to help you **focus your review, identify knowledge gaps**, and prepare for practice questions or scenario-based problems.

## 🧠 Domain 1: PMO Framework and Types

Understand what a PMO is, why it exists, and how it's structured.

**Key Topics:**

### Definition and Purpose of a PMO

* + Centralized governance and support function
  + Acts as an enabler of value delivery

### Types of PMOs

* + **Supportive**: Low control; provides templates, training, and best practices
  + **Controlling**: Moderate control; enforces compliance to standards
  + **Directive**: High control; directly manages projects and programs

### Temporary vs Permanent PMOs

* + Temporary PMOs for specific programs/initiatives
  + Permanent PMOs integrated into enterprise structure

### PMO Lifecycle

* + Initiate → Design → Implement → Operate → Transform or Sunset

### Enterprise PMO (EPMO)

* + Focuses on strategic alignment
  + Bridges executive vision and execution

### PMO vs PgMO vs PfMO

* + Project vs Program vs Portfolio Management Offices – scope and role differences

## 🧠 Domain 2: PMO Functions and Capabilities

Learn what services PMOs provide to support project delivery and strategic goals.

**Key Topics:**

### Project, Program, and Portfolio Support

* + Methodologies, templates, and coaching
  + Oversight, reporting, and support services

### Resource and Capacity Management

* + Forecasting demand
  + Skill and resource matching
  + Resource leveling

### Risk and Issue Management

* + Centralized risk register
  + Early warning systems
  + Escalation mechanisms

### Benefits Realization Management (BRM)

* + Defining, planning, and tracking business value
  + Supporting value delivery beyond project closure

### Knowledge Management

* + Lessons learned repositories
  + Communities of Practice (CoPs)

### Training and Capability Development

* + PM coaching and mentoring programs
  + Certification prep and maturity building

### Tool and System Management

* + PMIS, dashboards, collaboration tools
  + Standardizing platforms (e.g., MS Project, Jira, Clarity)

## 🧠 Domain 3: PMO Governance and Standards

Understand how PMOs enforce and support organizational governance.

**Key Topics:**

### Governance Framework

* + Establishing clear roles, responsibilities, and reporting lines
  + PMO Governance Board / Steering Committee

### Policies and Standards

* + Tailored governance frameworks for Agile/Hybrid/Waterfall
  + Project lifecycle controls and gates

### Compliance and Audit Readiness

* + Traceability of decisions
  + Regulatory and internal compliance tracking

### Governance Escalation Model

* + Who escalates to whom and when
  + Tiered escalation based on impact

### Integration with Risk and Quality Management

* + Quality audits
  + Alignment with GRC (Governance, Risk, and Compliance) frameworks

## 🧠 Domain 4: PMO Performance and Value Measurement

Know how to assess and communicate PMO effectiveness and contribution to value.

**Key Topics:**

### PMO Key Performance Indicators (KPIs)

* + On-time delivery, cost performance, resource utilization
  + Stakeholder satisfaction, value realization

### Dashboards and Reporting

* + Executive dashboards vs team dashboards
  + Visualizing progress, risks, and value

### PMO Maturity Models

* + OPM3, P3M3, CMMI
  + Assessing and improving PMO performance over time

### Continuous Improvement Models

* + Kaizen, Six Sigma, Lean practices in PMO operations

### Stakeholder Feedback Mechanisms

* + Surveys, interviews, voice-of-customer loops

### PMO Scorecard

* + Balanced Scorecard approach to PMO performance

## 🧠 Domain 5: Strategic Alignment and Integration

Explore how PMOs align execution with organizational strategy.

**Key Topics:**

### PMO Role in Strategy Execution

* + Translating strategy into portfolios and programs
  + Prioritization frameworks (e.g., WSJF, MoSCoW)

### Business Case Support

* + Supporting justification and ROI analysis
  + Evaluation of strategic initiatives

### Change Management

* + PMO support in organizational change initiatives
  + Stakeholder readiness and communication planning

### Portfolio Prioritization and Optimization

* + Scoring models
  + Dependency mapping and scenario planning

### Enterprise Collaboration

* + Engaging departments (HR, Finance, IT)
  + Sponsorship and governance alignment

### Strategic Roadmapping

* + Creating multi-year roadmaps
  + Linking PMO roadmap to enterprise vision

## 🧾 Acronyms & Definitions You Must Know

| **Acronym** | **Definition** |
| --- | --- |
| PMO | Project Management Office |
| EPMO | Enterprise Project Management Office |
| KPI | Key Performance Indicator |
| BRM | Benefits Realization Management |
| RACI | Responsible, Accountable, Consulted, Informed |
| PPM | Project Portfolio Management |
| SOW | Statement of Work |
| OPM3 | Organizational Project Management Maturity Model |
| P3M3 | Portfolio, Programme, and Project Maturity Model |
| PMIS | Project Management Information System |
| MoSCoW | Must-have, Should-have, Could-have, Won’t-have |
| WSJF | Weighted Shortest Job First |
| OKR | Objectives and Key Results |
| GRC | Governance, Risk, and Compliance |
| SME | Subject Matter Expert |
| SLA | Service Level Agreement |
| OPEX | Operating Expenses |
| CAPEX | Capital Expenditures |
| ROI | Return on Investment |
| SWOT | Strengths, Weaknesses, Opportunities, Threats |