

PMI

Exam Questions PMO-CP

PMO Certified Professional



NEW QUESTION 1

The balance of a PMO's mix of functions is fundamental because:

- A. It allows Investments to be made in a balanced way over time.
- B. Allows the workload to be balanced over time.
- C. It allows stakeholders to realize and recognize the value of the PMO over time.
- D. It allows the costs of the PMO not to be concentrated in a specific period.

Answer: C

NEW QUESTION 2

A PMO is undergoing an evaluation to understand the impact of its maturity level on organizational benefits. The team is considering how increased maturity influences aspects such as cost, team size, and stakeholder value. What is typically true about a PMO with greater maturity?

- A. The greater the maturity, the more strategic the PMO will become
- B. The greater the maturity, the larger the PMO team required to manage its functions
- C. The greater the maturity, the more functions the PMO is required to perform
- D. The greater the maturity, the higher the potential value generated for stakeholders

Answer: D

NEW QUESTION 3

Essentially, to be successful and recognized, a PMO should be able to:

- A. Complete projects on agreed cost and time.
- B. Reduce the waste of resources on projects.
- C. Improve the business results of the organization.
- D. Generate perceived value for its stakeholders.

Answer: D

NEW QUESTION 4

The performance of the PMO should be evaluated:

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

Answer: B

NEW QUESTION 5

During a performance review, a PMO team discusses whether the success of the projects it oversees is a direct indicator of the PMO's success. Does the success of projects under the PMO mandate demonstrate the success of the PMO?

- A. Sometimes, depending on the specific functions the PMO is responsible for offering
- B. No, because the correlation between project success and PMO success is not relevant for a support area
- C. Yes, as successful projects enhance the perception of the value provided by the PMO
- D. Yes, because the PMO is always established to improve project performance

Answer: A

NEW QUESTION 6

The PMO Expectation Adherence indicator (pmo-EAI) is:

- A. The sum of 20% of the functions capable of generating 80% cumulative contribution probability.
- B. The sum of the selected functions' contribution probabilities.
- C. The sum of the results of executed projects.
- D. The sum of 80% of the functions capable of generating 20% cumulative contribution probability.

Answer: B

NEW QUESTION 7

What is the main necessary factor for a PMO to be recognized in its organization?

- A. Implement best practices in project management.
- B. Meet the benefits expectations of its stakeholders.
- C. Manage the strategic portfolio of projects
- D. Have a low cost.

Answer: B

NEW QUESTION 8

Is it possible for a mature PMO to not generate value?

- A. N
- B. Maturity is a guarantee of effective value generation for the organization.
- C. Yes, because the PMO can provide functions with high maturity, but misaligned with the needs and expectations of its stakeholders.
- D. Yes, because it may be too costly.
- E. N
- F. Mature PMOs fully meet the needs and expectations of their stakeholders.

Answer: B

NEW QUESTION 9

During a PMO value assessment meeting, you notice that some PMO stakeholders focus heavily on operational details, such as meeting deadlines, while others appreciate the PMO's strategic contributions. However, some stakeholders seem unable to recognize the PMO's broader value. How does stakeholder maturity influence the perception of PMO value?

- A. A lack of maturity prevents recognition of PMO value and benefits
- B. Mature stakeholders recognize both strategic and tactical contributions
- C. Less mature stakeholders prefer technical metrics over benefits
- D. All stakeholders, regardless of maturity, perceive PMO value equally

Answer: B

NEW QUESTION 10

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 processes defined to outline project needs and allocate necessary PMO resources
- C. The established processes used to manage projects, programs, and the organizational portfolio
- D. The processes developed for project planning, tracking, and controlling project activities

Answer: A

NEW QUESTION 10

During a workshop on improving PMO effectiveness, participants debate how value is perceived by stakeholders. Some argue that it depends solely on financial benefits, while others emphasize the importance of aligning with stakeholder expectations and needs. What does the concept of "perception of value" primarily involve?

- A. A fixed set of technical indicators determined by the PMO itself
- B. Only financial benefits that can be measured by the organization
- C. A subjective evaluation based on stakeholder needs and expectations
- D. Objective metrics that are unrelated to stakeholder experience

Answer: C

NEW QUESTION 15

How many steps does the PMO VALUE RING have?

- A. 6
- B. 8
- C. 7
- D. 5

Answer: B

NEW QUESTION 20

What does the target/desired maturity level for a function mean?

- A. It is the level of sophistication desired for the function at the beginning of the evaluation cycle.
- B. It is the level of competencies to perform a particular function.
- C. It is the level of sophistication desired for the function at the end of the evaluation cycle.
- D. It should always be less than the current maturity level.

Answer: C

NEW QUESTION 23

During a PMO stakeholder feedback session, participants are asked to articulate their expectations of the PMO. While some mention tools and processes, the facilitator emphasizes the importance of aligning the PMO's efforts with broader organizational goals. What is the primary focus of PMO stakeholders when articulating their needs?

- A. Highlighting the technical functions and outputs provided by the PMO
- B. Describing the PMO's internal processes and governance model
- C. Listing the specific project management tools they prefer to use
- D. Defining the desired benefits and benefits they expect to achieve

Answer: D

NEW QUESTION 26

During a discussion about PMO maturity, a team member argues that focusing on strategic functions automatically makes a PMO mature, while others debate the role of service effectiveness and alignment with organizational needs. What is a common misconception about PMO maturity?

- A. A PMO providing strategic functions is considered mature
- B. A mature PMO is always focused on operational tasks and responsibilities
- C. Maturity is determined solely by the PMO's ability to meet technical standards
- D. PMO maturity has no connection to the effectiveness of its service delivery

Answer: A

NEW QUESTION 30

What is the minimum recommended value for the Expectation Adherence Indicator?

- A. There is no recommended value, but the lower the Indicator, the greater the risk of not reaching the expected financial return for the PMO.
- B. There is no recommended value, but the lower the indicator, the greater the risk of not reaching the set of stakeholder expectations.
- C. At least 80%.
- D. Between 70% and 80%.

Answer: C

NEW QUESTION 35

A PMO is evaluating its maturity and considering how its evolution impacts organizational effectiveness. The team debates whether increasing the number of functions or transitioning to a more strategic focus defines maturity evolution. When does the evolution of PMO maturity occur?

- A. When the organization's overall project management maturity improves
- B. When the PMO transitions from an operational to an exclusively strategic focus
- C. When the number of functions performed by the PMO is increased
- D. When PMO functions become more sophisticated, whether operational, tactical, or strategic

Answer: D

NEW QUESTION 37

How many performance indicators should be used for each PMO function in each evaluation cycle?

- A. Only key functions should be monitored with performance Indicators, reducing bureaucracy and excessive control.
- B. One indicator per function, giving focus to what really matters.
- C. From two to four indicators, allowing the benefit of controlling to be compatible with the effort to achieve it.
- D. All the indicators recommended by the methodology.

Answer: C

NEW QUESTION 38

Many PMOs fail due to a lack of sponsorship. This is a:

- A. Myth, because the lack of sponsorship is not the cause of failure, but a consequence – or evidence – of a lack of alignment with the stakeholders' expectations.
- B. Fact, because without the support of upper management a PMO cannot survive.
- C. Myth, since the PMOs do not fail, they only generate below-expected results.
- D. Fact, as the failure of many PMOs is due to lack of necessary investments.

Answer: B

NEW QUESTION 40

A PMO is working to refine its function offerings to better meet organizational needs. While some suggest providing a predefined list of functions for PMO stakeholders to choose from, others recommend focusing on stakeholder goals and benefits. What is the recommended method for PMOs to identify critical functions to offer?

- A. Providing a list of technical function options for stakeholders to select from
- B. Offering a fixed set of predefined functions without allowing for customization
- C. Concentrating solely on providing administrative processes and oversight
- D. Asking stakeholders to identify and prioritize the benefits they want to achieve

Answer: D

NEW QUESTION 45

Does the success of projects under the PMO mandate demonstrate the success of the PMO?

- A. Yes, because the PMO is always created to improve project performance.
- B. No, using the correlation between project success and PMO success does not make sense for a support area.
- C. Sometimes, depending on what functions the PMO will be offering.
- D. Yes, because successful projects increase the perception of the value of PMO's work

Answer: C

NEW QUESTION 47

What factors directly influence the calculation of the PMO ROI?

- A. The maturity level of each function, and the Stakeholders Expectation Adherence Indicator.
- B. The performance and maturity level of each function.
- C. The Stakeholders Expectation Adherence Indicator of the stakeholders, and Competency Adherence Indicator of each function.
- D. The maturity level and the Competency Adherence Indicator of each function.

Answer: B

NEW QUESTION 52

What demonstrates the evolution of the maturity of a given function?

- A. The amount of resources allocated to the function.
- B. The existence of evidences (drivers) that demonstrate the evolution in the sophistication of the way the function is performed.
- C. Business results obtained.
- D. The time elapsed since it was implemented.

Answer: B

NEW QUESTION 57

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