

Exam Questions PMO-CP

PMO Certified Professional

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NEW QUESTION 1

How many maturity levels do each of the PMO functions have?

- A. Different levels, depending on the function.
- B. 4
- C. 5
- D. 3

Answer: B

NEW QUESTION 2

During a strategic planning session, a PMO team discusses how to balance its mix of functions to maximize its impact on the organization. They consider whether financial results, cost reduction, or perceived value should be the guiding principle. What does it mean for the PMO mix of functions to be balanced?

- A. The selected functions must focus on generating improvements across various areas consistently over time
- B. The selected functions must be capable of generating financial results consistently over time
- C. The selected functions must be capable of generating perceived value for stakeholders over time
- D. The selected functions should aim to reduce costs for the organization in a balanced manner

Answer: A

NEW QUESTION 3

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

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

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 7

During a strategic planning session, the PMO leadership team is evaluating the criteria that define the maturity of their PMO. They discuss whether maturity should be based on the PMO's positioning within the organization, the sophistication of the functions it performs, or the strategic competence of its team members. As they continue their discussion, they seek clarity on the key factor that best defines PMO maturity. What defines PMO maturity?

- A. The hierarchical positioning of the PMO within the organizational structure, as it reflects the influence and authority the PMO holds
- B. The level of strategic competence within the PMO team, focusing on their ability to make high-level, value-driven decisions aligned with business goals

- C. The level of sophistication with which each PMO function is performed, including how effectively the PMO manages projects, programs, and portfolios
- D. The more strategic the PMO, the more mature it will be, assuming that strategic focus alone determines overall maturity

Answer: C

NEW QUESTION 8

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

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

Answer: A

NEW QUESTION 9

Which factors should be considered during the selection of the PMO mix of functions?

- A. All answers are correct.
- B. The potential of the function in generating value over time.
- C. The probability of contribution of the function to meet the expectations of the stakeholders.
- D. If the function is appropriate for the strategy of the PMO and its organization.

Answer: A

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

The Benefit Adherence Indicator (BAI) demonstrates:

- A. The probability of each function generating value for the organization.
- B. The probability of each benefit being served by the selected set of functions.
- C. What are the benefits that the PMO is generating for the organization.
- D. What are the most important expected benefits for PMOs.

Answer: B

NEW QUESTION 14

What is the difference between the internal goals and the external goals of the PMO?

- A. Internal goals are agreed upon with the PMO team and external goals are agreed upon with PMO stakeholders.
- B. Internal goals do not suffer direct influence from stakeholders.
- C. Internal goals are used to measure the performance of the PMO team.
- D. External goals involve external stakeholders in the organization.

Answer: A

NEW QUESTION 15

What are PMO processes?

- A. They are the processes established to define the functions of the PMO and resources to be allocated.
- B. They are the processes established for project planning and control.
- C. They are the established processes to manage projects, programs and portfolio
- D. They are the processes established for each function performed by the PMO.

Answer: D

NEW QUESTION 20

A PMO is formalizing its processes to improve consistency and stakeholder alignment. While some team members are concerned about potential bureaucracy, others highlight the importance of transparency and expectations management. When formally defined, what role should PMO processes play?

- A. They enable the PMO to meet external regulations and ensure sustainable practices, promoting compliance and mitigating risks in project management
- B. They form an integral part of the PMO Service Catalog, facilitating alignment between the work performed and the expectations of key stakeholders
- C. They help define the strategy of the PMO, ensuring its functions are aligned with the organization's goals and overall business needs
- D. They streamline decision-making processes, reducing the workload for PMO staff and simplifying project management tasks for improved efficiency

Answer: B

NEW QUESTION 25

A PMO is transitioning to a more stakeholder-focused model. Some PMO team members suggest emphasizing technical deliverables like templates and tools, while others propose prioritizing stakeholder satisfaction and value. What does it mean to adopt a stakeholder-centric approach in a PMO?

- A. Creating experiences that prioritize both stakeholder satisfaction and value
- B. Ensuring that only project managers directly interact with the PMO team
- C. Restricting the PMO's responsibilities to tactical, process-based tasks
- D. Focusing exclusively on providing technical outputs like tools and templates

Answer: A

NEW QUESTION 29

A PMO is creating action plans to guide its maturity evolution. The team is considering various frameworks to ensure the plans address all critical elements, including long-term goals and operational adjustments. What essential aspects should be addressed in the development of action plans for the evolution of PMO maturity?

- A. Short, medium, and long-term objectives for improvement
- B. Current maturity, target/desired maturity, and maximum achievable maturity
- C. Strategy, tactics, and operation across all functions
- D. Processes, people, and technology as core areas of focus to develop each PMO function

Answer: D

NEW QUESTION 32

The list of functions recommended by the PMO VALUE RING is prioritized based on which indicator?

- A. The probability of contribution of the function to the set of expectations of the PMO stakeholders.
- B. The probability of stakeholders supporting the work of the PMO.
- C. The probability of success of the PMO in relation to the best global practices.
- D. The probability of the function being successfully performed by the PMO.

Answer: A

NEW QUESTION 34

When defining the processes of a PMO, we must consider:

- A. That processes are standardized for any and every organization.
- B. That the formalization and alignment of PMO processes is an outdated approach.
- C. That it is not possible to aggregate methodologies and specific approaches to processes, such as agile methods.
- D. That each function of the PMO should have its own process adapted to the needs of the organization.

Answer: D

NEW QUESTION 39

In order to select the PMO functions. It is necessary to evaluate a set of important indicators. Which of the following Indicators is not necessary for this analysis?

- A. The Competency Adherence Indicator (PMO-CAI) of the PMO.
- B. The Expectation Adherence Indicator of the stakeholder groups, and of each stakeholder.
- C. The Perceived Value Equilibrium/Balance Indicator of the PMO.
- D. The Expectation Adherence Indicator (PMO-EAI) of the PMO.

Answer: C

NEW QUESTION 43

A company is evaluating its PMO to understand its contribution to organizational success. Some team members suggest that a mature organization naturally leads to a mature PMO, while others argue that they are separate concepts that need to evolve together. How should the relationship between organizational project management maturity and PMO maturity be understood?

- A. The existence of a PMO itself indicates a certain level of organizational maturity, showing that the organization is ready to implement formal project management practices
- B. All of the above, as each perspective offers a different but valid understanding of how organizational maturity and PMO maturity are connected
- C. Organizational maturity and PMO maturity are distinct yet interrelated, evolving independently while complementing and, at times, limiting each other to drive project management success
- D. Organizational maturity is essential for the establishment of a PMO, as only a mature organization can effectively support a structured and impactful PMO

Answer: C

NEW QUESTION 46

To calculate the ROI of the PMO. the following assumptions are used:

- A. The PMO exists to reduce the losses observed in the organization's portfolio
- B. Each function has a probability of contributing to the recovery of portfolio losses
- C. In each organization, different reasons can cause losses in the portfolio.

- D. The PMO should have a strategic orientatio
- E. The functions established for the PMO are In accordance with the type previously define
- F. It Is not necessary to establish scenarios.
- G. The PMO exists to generate revenue for the organizatio
- H. Each type of PMO has a different potential for generating result
- I. Only corporate PMOs can have their ROI calculated.
- J. The PMO is a dynamic organizational entit
- K. To evaluate the return it is necessary to establish optimistic, probable and pessimistic scenario
- L. The return is always negative, due to the costs necessary to sustain the existence of the PMO.

Answer: A

NEW QUESTION 48

A PMO is reviewing the progress of its functions to determine how their maturity has evolved over time. The team debates whether resource allocation, elapsed time, or evidence of sophistication improvements are the best indicators. What demonstrates the evolution of the maturity of a given function?

- A. The amount of resources allocated to support the function over time
- B. The presence of evidence improvements in how the function is performed
- C. The total time elapsed since the function was first implemented
- D. The specific business results achieved as a direct benefit of the function

Answer: B

NEW QUESTION 53

What does the Personal Competency Adherence indicator (p-CAI) mean?

- A. The indicator shows the need for resources for the PM
- B. both quantitatively and qualitatively.
- C. It demonstrates how much a PMO professional is prepared to perform a particular function, and therefore can vary from function to function.
- D. The indicator demonstrates how the PMO team is prepared to generate perceived value for its stakeholders.
- E. It demonstrates how much a professional is prepared to work in the PMO, regardless of the functions to which he is allocated.

Answer: B

NEW QUESTION 54

A skilled project manager is transitioning into a PMO role and feels unsure about the differences in responsibilities. She wonders if the competencies required for her new position would be the same as those needed for managing individual projects. Are the competencies of a PMO professional the same as those of a Project Manager?

- A. No, in addition to technical competencies in project management, PMO professionals require behavioral competencies as well
- B. No, the competencies needed for a PMO professional depend directly on the specific PMO functions they are involved in
- C. Yes, which is why most PMO leaders have prior experience as Project Managers
- D. Yes, because the focus of a PMO??s work is project management, making the competencies essentially identical

Answer: B

NEW QUESTION 59

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