



PMI

Exam Questions PMO-CP

PMO Certified Professional

NEW QUESTION 1

The PMO processes, when formally defined:

- A. Should compose the PMO Service Catalog, which will be used to align expectations with stakeholders.
- B. Can generate conflicts among stakeholders, by clearly establishing how the PMO should act.
- C. Should be considered as a rule, with no possibility to be adjusted or improved during the cycle.
- D. Generate unnecessary bureaucracy, which does not contribute to the success of the PMO.

Answer: A

NEW QUESTION 2

What defines PMO maturity?

- A. The hierarchical positioning of the PMO In the organizational structure.
- B. The level of strategic competence in the PMO team.
- C. The level of sophistication with which each PMO function is performed
- D. The more strategic the PMO, the more mature it will be.

Answer: C

NEW QUESTION 3

The PMO VALUE RING has in its database:

- A. 50 potential benefits and 40 potential functions for a PMO.
- B. 26 potential benefits and 30 potential functions for a PMO.
- C. 30 potential benefits and 26 potential functions for a PMO.
- D. 15 potential benefits and 26 potential functions for a PMO.

Answer: C

NEW QUESTION 4

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 5

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 6

After completing a PMO maturity assessment, the team is discussing how to present the results. Some argue that focusing on a single dimension is sufficient, while others emphasize the need for a multidimensional perspective. Why should the outcome of the PMO maturity assessment always be presented in three dimensions?

- A. To address and align with the specific needs of upper management
- B. To align the PMO's goals with short, medium, and long-term organizational plans
- C. To ensure that the PMO is performing all the necessary functions effectively
- D. Because maturity evolves independently across strategic, tactical, and operational dimensions

Answer: D

NEW QUESTION 7

The greater the maturity of a PMO:

- A. The greater the number of functions performed by the PMO.
- B. The greater is the PMO team.
- C. The greater the PMO cost.
- D. The greater the value generated for the PMO stakeholders.

Answer: D

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

What is the recommended PMO VALUE RING evaluation cycle?

- A. There is no recommended cycle.
- B. Only once, when the PMO is being set up.
- C. 12-month cycles, starting on its set up or first evaluation.
- D. Every 5 years.

Answer: C

NEW QUESTION 10

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

The PMO VALUE RING uses as a basis to provide recommendations:

- A. The collective intelligence of the global community of PMO professionals.
- B. The opinion of a renowned expert on the topic.
- C. The best academic references available.
- D. The user's successful experiences.

Answer: A

NEW QUESTION 13

What defines a PMO function as strategic?

- A. Be directly related to business processes.
- B. Contribute to strategic planning.
- C. Be performed by the upper management.
- D. Be directly related to organizational strategy or upper management.

Answer: D

NEW QUESTION 18

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 22

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 26

A PMO is considering presenting its stakeholders with a "menu" of available functions to streamline the process of aligning expectations. However, some PMO team members raise concerns that this approach might not address stakeholders' actual needs effectively. Why is presenting a "menu" of PMO functions to stakeholders considered flawed?

- A. It demands significant effort from the PMO staff to manage the selection process
- B. Stakeholders may lack the expertise to identify the most suitable PMO service
- C. It simplifies the PMO's responsibilities, limiting its potential contributions
- D. Stakeholders typically prefer choosing specific project managers for their teams

Answer: B

NEW QUESTION 30

Which of the following actions would not be recommended to improve the result of the PMO ROI?

- A. Expand the scope of projects under the PMO mandate.
- B. Reduce PMO costs and modify selected functions for the PMO.
- C. Allow the PMO to take a more strategic approach, focusing on the business of the organization.
- D. To evolve the maturity of the functions selected for the PMO and to develop the competencies of the PMO members.

Answer: A

NEW QUESTION 34

A highly mature PMO is being questioned by organizational leaders about its value, as some key stakeholders feel their needs are not being met despite the PMO's functions being very well performed. Is it possible for a mature PMO to not generate value?

- A. Yes, because the costs associated with a mature PMO can outweigh its benefits
- B. No, because mature PMOs always fully meet stakeholder needs and expectations
- C. Yes, because the PMO may provide highly mature functions that are misaligned with stakeholder expectations
- D. No, because maturity guarantees effective value generation for the organization

Answer: C

NEW QUESTION 35

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 37

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 38

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 41

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 44

During a discussion on PMO performance, the team is debating how often the PMO should be assessed and possibly redesigned to enhance its effectiveness. Some members advocate for long-term evaluations, while others propose more frequent assessments. What would be the most effective evaluation cycle for the PMO?

- A. Every 5 years, allowing enough time for significant organizational changes and maturation
- B. There is no set evaluation cycle, as the methodology can be applied as needed
- C. Only once, during the initial setup phase of the PMO, to establish its baseline functions
- D. A 12-month cycle, starting from its setup or the first evaluation, to ensure continuous improvement and alignment

Answer: D

NEW QUESTION 49

When collecting the stakeholder's benefits expectations, we must:

- A. Make it clear that the PMO's commitment is to the organization, not to the interests of the stakeholders.
- B. Ask the stakeholders to identify which functions are most appropriate to meet their own benefits expectations.
- C. Classify stakeholders into groups, with different levels of relevance.
- D. Ensure that everyone has the same benefits expectations.

Answer: C

NEW QUESTION 50

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 51

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 56

During a PMO competency development planning session, the team discusses how the competencies required for each PMO function may vary in importance. Some competencies may be critical for a strategic function, while others are more relevant for operational or tactical functions. What is the correct approach regarding the relevance of competencies in different PMO functions?

- A. All competencies required for the PMO are equally important, regardless of the function the professional is performing
- B. The relevance of competencies does not depend on the PMO function, as technical competencies are always more important than behavioral competencies
- C. Strategic competencies are more important for all PMO functions, while operational and tactical competencies are of little relevance
- D. The same competency can have different levels of relevance depending on the PMO function, whether strategic, tactical, or operational

Answer: D

NEW QUESTION 61

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 65

Why should we set up different groups of evaluators to carry out the competency assessment of the PMO members?

- A. Because different groups may have different relevancies in the assessment of the professional.
- B. Because stakeholders have different expectations regarding the work of the PMO.
- C. Because of a system limitation, it does not support a large number of evaluators per professional.
- D. Because there must be three groups of evaluators.

Answer: A

NEW QUESTION 66

A PMO is in the process of categorizing its functions to identify which ones should be classified as strategic. What is the primary defining characteristic of a strategic PMO function?

- A. Contributing to the organization's strategic planning and goal setting
- B. Being executed exclusively by members of upper management
- C. Being directly related to organizational strategy or upper management objectives
- D. Being directly connected to the organization's core business processes

Answer: A

NEW QUESTION 68

During a strategic planning session, the PMO leadership team discusses how to select the right mix of functions to ensure long-term success. They consider factors like stakeholder expectations, organizational strategy, and the potential for value generation. Which factors should be considered during the selection of the PMO mix of functions?

- A. Whether the function aligns with the overall strategy of the PMO and the organization
- B. The potential of each function's contribution to meeting stakeholder expectations
- C. The potential of each function to generate benefits, value, and impact over time
- D. All answers are correct, as they all contribute to effective function selection

Answer: D

NEW QUESTION 70

Why is it necessary to understand who the PMO stakeholders are?

- A. Because it is up to them to support the work of the PMO.
- B. Because they are the ones who pay the cost of the PMO.
- C. Because their expectations of benefits should guide the PMO set up.
- D. Because they will be influenced by the work of the PMO.

Answer: C

NEW QUESTION 72

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 75

A PMO is designing its operational processes to ensure they align with organizational needs and project methodologies. The team is debating whether to standardize processes or customize them for specific functions. When defining the processes of a PMO, what must be considered?

- A. Formalizing and aligning PMO processes is an outdated practice that no longer adds value
- B. Processes should be standardized and applied uniformly across all departments within the organization
- C. Methodologies and specific approaches, such as agile methods, should not be integrated into PMO processes
- D. Each PMO function should have processes tailored to meet the specific needs of the organization and its stakeholders

Answer: D

NEW QUESTION 76

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