



PMI

Exam Questions PMO-CP

PMO Certified Professional

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NEW QUESTION 1

What is the PMO VALUE RING?

- A. Software for the management of PMOs.
- B. A community of PMO professionals.
- C. A type of PMO.
- D. A methodology for creating, evaluating, and operating PMOs.

Answer: D

NEW QUESTION 2

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 3

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 4

What essential aspects should be addressed in the development of action plans for the evolution of the PMO maturity?

- A. Processes, people and technology.
- B. Short, medium and long term.
- C. Current maturity, target/desired maturity and maximum maturity.
- D. Strategy, tactics and operation.

Answer: A

NEW QUESTION 5

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 6

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 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

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 9

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 10

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 10

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 15

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 20

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 22

What is the relationship between the competencies required (or a PMO professional, and the PMO functions?

- A. All competencies identified in the PMO VALUE RING methodology are important for all PMO functions, and all PMO professionals must develop them in a balanced way.
- B. Each PMO function will require different competencies, among those identified in the PMO VALUE RING methodology
- C. Some of them may or may not be necessary.
- D. All the competencies identified in the PMO VALUE RING methodology are important for all PMO functions, but with different relevance for each function.
- E. Each function will require technical and behavioral skills, which must be present in all professionals working in the PMO.

Answer: B

NEW QUESTION 27

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 30

How many steps does the PMO VALUE RING have?

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

Answer: B

NEW QUESTION 34

A company is evaluating its PMO to understand its contribution to organizational success. The assessment focuses on how well the PMO delivers its functions rather than the number of projects it handles. What does PMO maturity primarily assess?

- A. The PMO's compliance with predefined and standardized operational models
- B. The sophistication and effectiveness with which the PMO delivers its functions
- C. The total number of projects currently being managed by the PMO team
- D. The organization's overall capabilities in project management and execution

Answer: B

NEW QUESTION 36

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 37

A PMO is evaluating its Return On Investment (ROI) to justify its value to stakeholders. The team debates which factors have the most direct impact on this calculation. What factors may directly influence the calculation of the PMO ROI?

- A. The level of satisfaction within the PMO team, the duration of each project phase, and resource utilization rates
- B. The number of completed projects, their total budget, and how much each project contributed to the organization's goals
- C. The maturity of the PMO functions and the level of competencies of the PMO resources allocated to them
- D. The size of the PMO team, the number of project management tools used, and the alignment with business objectives

Answer: B

NEW QUESTION 41

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 43

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 46

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 48

The evolution of PMO maturity occurs:

- A. When we increase the amount of functions performed.
- B. When PMO functions become more sophisticated, whether operational, tactical or strategic.
- C. When the PMO ceases to be operational and becomes increasingly strategic.
- D. When organizational maturity in project management evolves.

Answer: B

NEW QUESTION 49

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 52

During a meeting to improve communication with PMO stakeholders, a PMO team member suggests focusing on the benefits stakeholders want to achieve rather than the specific methods used to deliver functions. What is the benefit of using benefit-oriented language with PMO stakeholders?

- A. It ensures alignment between PMO functions and stakeholders' actual needs and expectations
- B. It enables stakeholders to specify the exact methods and tools they prefer to use
- C. It helps standardize PMO functions consistently across all organizational departments
- D. It minimizes the PMO's need to customize or adapt its functions for different stakeholders

Answer: A

NEW QUESTION 56

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 57

A PMO is designing a performance evaluation framework to measure its contribution to organizational success. The team is debating whether to tailor evaluations for each function or rely on comprehensive indicators. How should the performance of the PMO be evaluated?

- A. Using a distinct and specific approach tailored to each function performed by the PMO
- B. By relying on independent audits to ensure an unbiased and exempt evaluation process
- C. With a single, indispensable performance indicator that reflects its overall business impact
- D. By implementing a generic, one-size-fits-all evaluation model without customization for functions

Answer: A

NEW QUESTION 60

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 63

Why can the performance indicators of each function have different relevance?

- A. Because each Indicator may have different importance In measuring the generation of value perception in stakeholders.
- B. Because the relevancies are influenced by the importance of each function.
- C. Because the relevancies are influenced by the maturity of the PMO.
- D. Because each indicator has a different potential to generate financial returns.

Answer: A

NEW QUESTION 67

The PMO mix of functions must be balanced, which means:

- A. The selected functions must be potentially capable of generating financial results In a balanced way over time.
- B. The selected functions should be potentially able to reduce costs in a balanced way over time.
- C. The selected functions must be potentially capable of generating improvements in a balanced way over time.
- D. The selected functions must be potentially capable of generating perceived value in a balanced way over time.

Answer: D

NEW QUESTION 69

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 71

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 74

During a PMO strategy meeting, the leadership team discusses the best model for their organization, debating between the Center of Excellence, a Strategic PMO, and an Agile PMO. What is the ideal type or model of PMO for an organization looking to maximize efficiency and alignment with its strategic goals?

- A. The Project Management Center of Excellence (PMCoE), focused on establishing best practices and continuous improvement across the organization
- B. The Agile PMO, designed to support flexibility, collaboration, and rapid adaptation in project delivery
- C. The Value Management Office (VMO), aimed at aligning projects with the organization's overall strategy and long-term goals
- D. None of the answers, as the optimal PMO for each organization is determined entirely by its unique needs and context

Answer: D

NEW QUESTION 77

A PMO is reviewing its service strategy and considering whether to focus on tools and processes or on the benefits desired by its stakeholders. Why is it important for PMOs to understand stakeholder expectations in terms of benefits?

- A. It ensures that PMOs can deliver solutions that align with real, value-driven stakeholder needs
- B. It simplifies the PMO's internal processes, making them more efficient to manage
- C. It reduces the need for ongoing improvements in PMO functions and approaches
- D. It allows the PMO to choose and implement tools that they find most suitable

Answer: A

NEW QUESTION 80

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 84

How has the PMO VALUE RING been created?

- A. In collaborative research work, with the participation of dozens of PMO professionals from different countries.
- B. With the participation and encouragement of a renowned global institution.
- C. From the work of a renowned expert.
- D. With the investment of a global software company.

Answer: A

NEW QUESTION 86

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 88

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 91

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 96

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 99

A company's PMO is focusing on operational-level functions to address immediate challenges within ongoing projects. Which of the following is typically the focus of operational PMO functions?

- A. Providing support for individual projects and solving day-to-day problems
- B. Supporting executive decisions on organizational strategy and priorities
- C. Establishing and enforcing industry-wide project management standards
- D. Managing and aligning entire organizational portfolios across departments

Answer: A

NEW QUESTION 103

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 107

Why should the outcome of the PMO maturity assessment always be presented in three dimensions?

- A. To meet the needs of upper management.
- B. To meet the short, medium and long term.
- C. Because maturity evolves independently in each of these dimensions (strategic, tactical or operational).
- D. To ensure that all necessary functions are being performed by the PMO.

Answer: C

NEW QUESTION 110

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 115

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 116

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