

PMI

Exam Questions PMO-CP

PMO Certified Professional



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

During a PMO planning session, the team discusses setting target maturity levels for its functions to align with organizational goals. What does the target/desired maturity level for a function represent?

- A. A maturity level that should always be lower than the current level
- B. The level of sophistication planned for the function by the end of the evaluation cycle
- C. The level of sophistication expected for the function at the beginning of the cycle
- D. The competencies required to effectively perform the specific function

Answer: B

NEW QUESTION 3

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 4

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 5

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 6

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 7

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 8

A PMO is evaluating its stakeholder base to better align its functions. While some argue that everyone impacted by the PMO qualifies as a stakeholder, others believe stakeholders should be defined more narrowly. Who qualifies as a PMO stakeholder?

- A. Anyone who is directly or indirectly affected by PMO activities
- B. All employees working within the organization's departments
- C. Stakeholders who directly use and benefit from PMO functions
- D. Only senior executives who oversee project and portfolio decisions

Answer: A

NEW QUESTION 9

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 10

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 10

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 15

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 16

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 17

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 18

Two PMO professionals were allocated to execute a specific function. The allocated professionals have, respectively, Personal Competency Adherence Indicators (p-CAI) of 75% and 65% for this function. It's observed that the Competency Adherence Indicator of the Function (f-CAI) is 85%. We could say that:

- A. The f-CAI is calculated according to the goal established by the PMO stakeholders.
- B. The f-CAI calculation was done incorrectly and the correct result would be 70%.
- C. The calculation was done correctly, but there is not enough information available to justify the f-CAI equal to 85%.
- D. The f-CAI is calculated considering the best performance (p-CAI) among the members of the PMO allocated in the function, justifying the f-CAI equal to 85%.

Answer: C

NEW QUESTION 22

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 27

What are the most common PMO stakeholders?

- A. Upper management, project managers, and external suppliers.
- B. Upper management, project managers, functional managers, and project team members.
- C. Upper management, functional managers, and external clients of the organization
- D. Upper management, project managers, functional managers, and all other employees of the organization.

Answer: B

NEW QUESTION 28

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 32

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

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 40

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 44

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 48

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 51

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 53

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 54

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 57

Are the skills of a professional in PMOs the same as those of a Project Manager?

- A. Yes, because the focus of a PMO's work is project management, so competencies are essentially the same.
- B. No, in addition to the technical competencies in project management, there is also a need for behavioral competencies.
- C. Yes, that's why most PMO leaders have previous experience as Project Managers.
- D. No, the competencies required for a PMO professional will depend directly on the PMO functions in which he/she is involved.

Answer: D

NEW QUESTION 61

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 65

What is the ideal type or model of PMO?

- A. The Strategic PMO.
- B. The Agile PMO.
- C. The Center of Excellence.
- D. None of the answers.

Answer: D

NEW QUESTION 67

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 72

During a PMO performance review, the team discusses the common reasons why some PMOs struggle or fail. Some argue that the lack of sponsorship is the primary issue, while others believe it's a symptom of deeper problems. 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 rather a symptom of misalignment with stakeholder expectations
- B. Fact, because without the support of upper management, a PMO cannot survive or succeed
- C. Myth, since PMOs don't technically fail, they just generate results below expectations
- D. Fact, as the failure of many PMOs is due to the lack of necessary investments and resources

Answer: A

NEW QUESTION 74

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 77

What is the relationship between organizational maturity in project management and PMO maturity?

- A. The existence of organizational maturity is a requirement for the existence of a PMO.
- B. All answers are correct.
- C. Organizational maturity and PMO maturity are different and complementary concepts.
- D. The existence of a PMO is a sign of organizational maturity.

Answer: C

NEW QUESTION 82

How should the functions of a PMO be established?

- A. Implementing the same functions observed in organizations considered benchmark in the industry.
- B. Identifying stakeholder benefits expectations and defining which functions will be able to serve them.
- C. Selecting and following a model considered as best practice (Strategic, Center of Excellence, Agile, etc.)
- D. Asking the stakeholders what functions the PMO should perform.

Answer: B

NEW QUESTION 84

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 85

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