

# 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

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

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

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 5

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 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

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 8**

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 9**

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**

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**

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 15**

A PMO is selecting performance indicators for its functions and discussing why certain indicators might carry more weight than others. Why can the performance indicators of each function have different relevance?

- A. Because the relevance of indicators is determined by the importance of each specific function
- B. Because each indicator plays a unique role in measuring the value perception generated for stakeholders
- C. Because each indicator has varying potential to contribute to the PMO's financial returns
- D. Because the relevance of indicators is influenced by the overall maturity of the PMO

**Answer: B**

#### **NEW QUESTION 17**

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 20**

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 22

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 25

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 30

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 35

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 37

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 41

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 43

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 44**

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 orientation
- E. The functions established for the PMO are in accordance with the type previously defined
- F. It is not necessary to establish scenarios.
- G. The PMO exists to generate revenue for the organization
- H. Each type of PMO has a different potential for generating results
- I. Only corporate PMOs can have their ROI calculated.
- J. The PMO is a dynamic organizational entity
- K. To evaluate the return it is necessary to establish optimistic, probable and pessimistic scenarios
- L. The return is always negative, due to the costs necessary to sustain the existence of the PMO.

**Answer:** A

**NEW QUESTION 47**

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 50**

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 54**

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