



**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

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 3

During a session on stakeholder engagement, the PMO team is discussing how to collect and prioritize stakeholder benefit expectations to guide their strategy. The team debates the best approach to ensure that stakeholder needs are effectively addressed without compromising the PMO's alignment with organizational goals. When collecting stakeholders' benefits expectations, what should the PMO do?

- A. Classify stakeholders into groups based on their level of relevance and influence, prioritizing those whose expectations are most critical to the PMO's success
- B. Ask stakeholders to identify which functions they believe the PMO should perform, based on their personal or departmental benefit expectations
- C. Make it clear that the PMO's primary commitment is to the organization as a whole, not just to individual stakeholder interests, ensuring alignment with broader objectives
- D. Ensure that all stakeholders have the same benefits expectations, so that there is alignment across the organization

**Answer: A**

#### NEW QUESTION 4

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 5

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 6

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 7

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 8

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 9

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 10

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 10

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 14

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 18

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 22

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 25

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 29

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 34

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 36

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 41

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 44

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 46

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