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Question 1

Question Type: MultipleChoice

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

Options:

- 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. Some of them may or may not be necessary.
- C-** All the competencies Identified in the PMO VALUE RING methodology are important for all PMO functions, but with different relevance for each function.
- D-** Each function will require technical and behavioral skills, which must be present in all professionals working in the PMO.

Answer:

B

Explanation:

The PMO Value Ring methodology recognizes that different PMO functions require specific competencies. While the methodology provides a comprehensive list of competencies, not all of them are equally important for every function. Depending on the function being performed by the PMO, certain competencies may be essential, while others may be less relevant or even unnecessary. This flexible approach ensures that PMO professionals focus on developing the skills most critical to their roles and responsibilities within the specific context of their PMO's functions.

Question 2

Question Type: MultipleChoice

What defines a PMO function as strategic?

Options:

- 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

Explanation:

A PMO function is defined as strategic if it is directly related to the organization's strategy or to upper management. Strategic functions go beyond operational or tactical levels and involve influencing high-level decision-making, contributing to long-term goals, and aligning projects with the broader vision of the organization. This often includes portfolio management, governance, and strategic planning, ensuring the PMO plays a key role in driving business outcomes.

Question 3

Question Type: MultipleChoice

Which factors should be considered during the selection of the PMO mix of functions?

Options:

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

Explanation:

When selecting the PMO mix of functions, it is crucial to consider several factors that ensure alignment with both stakeholder expectations and organizational strategy. These factors include:

The potential of the function to generate value over time, ensuring long-term sustainability.

The probability of the function's contribution to meeting stakeholder expectations, which aligns the PMO's performance with perceived value.

The appropriateness of the function in relation to both the PMO's and the organization's strategy, which guarantees that the PMO is not just functional but strategically relevant. Each of these elements contributes to an effective PMO that delivers real benefits.

Question 4

Question Type: MultipleChoice

How many steps does the PMO VALUE RING have?

Options:

A- 6

B- 8

C- 7

D- 5

Answer:

B

Explanation:

The PMO Value Ring methodology consists of eight steps designed to improve the efficiency and strategic alignment of a PMO. These steps include identifying stakeholder expectations, defining PMO functions, and measuring the benefits and ROI of the PMO. The structured process ensures that the PMO adds value by aligning its functions with the organization's strategic goals, ensuring efficient project delivery, and meeting stakeholder expectations.

Question 5

Question Type: MultipleChoice

To calculate the ROI of the PMO. the following assumptions are used:

Options:

- A-** The PMO exists to reduce the losses observed In the organization's portfolio. Each function has a probability of contributing to the recovery of portfolio losses. In each organization, different reasons can cause losses in the portfolio.
- B-** The PMO should have a strategic orientation. The functions established for the PMO are In accordance with the type previously defined. It Is not necessary to establish scenarios.
- C-** The PMO exists to generate revenue for the organization. Each type of PMO has a different potential for generating results. Only corporate PMOs can have their ROI calculated.
- D-** The PMO is a dynamic organizational entity. To evaluate the return it is necessary to establish optimistic, probable and pessimistic scenarios. The return is always negative, due to the costs necessary to sustain the existence of the PMO.

Answer:

A

Explanation:

The ROI calculation for a PMO is based on its role in reducing portfolio losses and managing risks in the organization's projects. The PMO functions are evaluated based on their potential contribution to recovering these losses. Each organization may experience different causes for these losses, including inefficiencies, delays, and resource mismanagement. By reducing these factors, the PMO helps recover lost value, which is factored into the ROI calculation. This model emphasizes the alignment of the PMO's functions with the organization's strategic recovery objectives.

Question 6

Question Type: MultipleChoice

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

Options:

- 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

Explanation:

Competency assessments should involve different groups of evaluators to ensure a balanced and relevant perspective. Each group may have a unique viewpoint and level of interaction with the PMO members, which is crucial for a comprehensive evaluation. For example, team members, stakeholders, and external clients might assess competencies differently based on their experience and expectations, ensuring a more holistic evaluation.

Question 7

Question Type: MultipleChoice

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

Options:

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

Explanation:

Expanding the scope of projects under the PMO mandate is generally not recommended to improve PMO ROI unless there is clear alignment with organizational strategy. Increasing the scope without careful planning and additional resources may lead to overextension, resource strain, and potentially negative impacts on overall project outcomes. Instead, focusing on reducing costs, improving functions, and increasing the maturity of the PMO are more effective actions to enhance ROI.

Question 8

Question Type: MultipleChoice

How should the functions of a PMO be established?

Options:

- 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

Explanation:

The functions of a PMO should be established by understanding the specific needs and expectations of stakeholders. By identifying what benefits stakeholders expect from the PMO, organizations can tailor the PMO's functions to serve these expectations effectively. Simply copying functions from industry benchmarks or adopting predefined models without considering stakeholder needs could lead to misalignment and inefficiencies.

Question 9

Question Type: MultipleChoice

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

Options:

- 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

Explanation:

Understanding who the PMO stakeholders are is critical because their expectations define the value and success metrics for the PMO. Stakeholders include executives, project sponsors, and others who have a vested interest in the outcomes of the PMO's work. Aligning the PMO's functions and objectives with these expectations ensures that the PMO is set up to deliver perceived value and meet the desired outcomes .

Question 10

Question Type: MultipleChoice

How has the PMO VALUE RING been created?

Options:

- 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

Explanation:

The PMO Value Ring methodology was developed through collaborative research involving PMO professionals from various countries. This collective approach ensured that the methodology was grounded in diverse insights and best practices, making it a robust tool for guiding PMOs in improving their functions and delivering value to organizations.

Question 11

Question Type: MultipleChoice

The performance of the PMO should be evaluated:

Options:

- 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

Explanation:

The performance of a PMO should be evaluated based on the specific nature of each function it performs. Different functions, such as governance, risk management, or resource allocation, will have different metrics and performance indicators. A one-size-fits-all evaluation would not accurately capture the performance of each distinct function, and thus, PMO evaluations must consider each function's contribution and how it supports the organization's strategic goals.

Question 12

Question Type: MultipleChoice

What defines PMO maturity?

Options:

- 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

Explanation:

PMO maturity is defined by how well each function of the PMO is carried out, rather than the hierarchical position or strategic influence alone. A more mature PMO will execute its functions, whether they are operational, tactical, or strategic, with a high level of sophistication and efficiency. This sophistication often comes from well-developed processes, tools, and competencies in managing projects and resources. It also indicates how well the PMO adapts to the organization's changing needs.

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