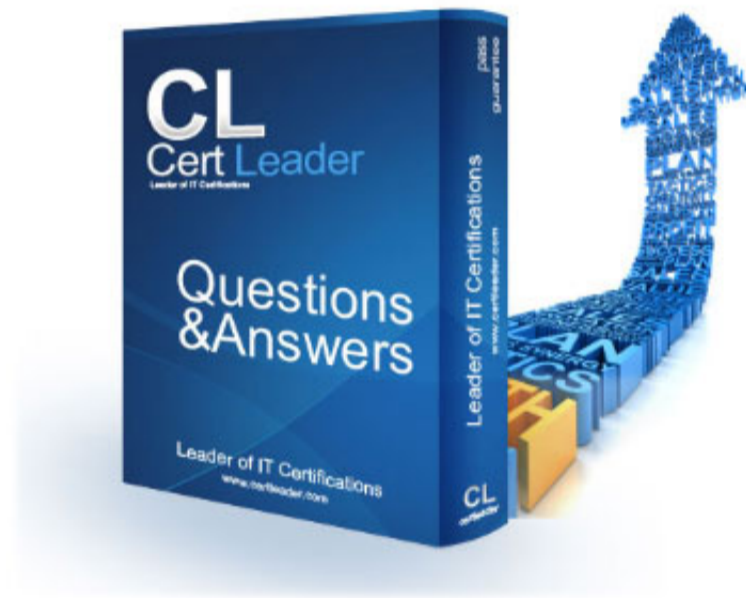


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NEW QUESTION 1

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

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 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

During a strategic planning session, a PMO team discusses how to balance its mix of functions to maximize its impact on the organization. They consider whether financial results, cost reduction, or perceived value should be the guiding principle. What does it mean for the PMO mix of functions to be balanced?

- A. The selected functions must focus on generating improvements across various areas consistently over time
- B. The selected functions must be capable of generating financial results consistently over time
- C. The selected functions must be capable of generating perceived value for stakeholders over time
- D. The selected functions should aim to reduce costs for the organization in a balanced manner

Answer: A

NEW QUESTION 5

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 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

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

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 10

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 10

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 11

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 15

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 20

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 21

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 24

A PMO is looking for ways to improve its Return On Investment (ROI) and is considering several potential actions. The team discusses strategies like enhancing maturity, focusing on strategic contributions, and optimizing project scopes. Which of the following actions would NOT be recommended to improve the result of the PMO ROI?

- A. Increasing the number of PMO team members and aligning their roles to strategic objectives
- B. Evolving the maturity of selected functions and developing PMO members' competencies
- C. Expanding the range of projects managed under the PMO's mandate to enhance its overall impact
- D. Reducing PMO costs and redesigning the selected mix of functions performed by the PMO

Answer: C

NEW QUESTION 29

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 30

A PMO is reviewing the progress of its functions to determine how their maturity has evolved over time. The team debates whether resource allocation, elapsed time, or evidence of sophistication improvements are the best indicators. What demonstrates the evolution of the maturity of a given function?

- A. The amount of resources allocated to support the function over time
- B. The presence of evidence improvements in how the function is performed
- C. The total time elapsed since the function was first implemented
- D. The specific business results achieved as a direct benefit of the function

Answer: B

NEW QUESTION 31

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 33

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 36

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 39

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 42

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 47

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