



Free Questions for PMO-CP
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Question 1

Question Type: MultipleChoice

What is the PMO VALUE RING?

Options:

- 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

Explanation:

The PMO VALUE RING is a comprehensive methodology designed to help organizations create, evaluate, and operate Project Management Offices (PMOs). It is not a software, community, or a type of PMO, but rather a structured approach that provides tools and techniques for optimizing the value that a PMO delivers to its stakeholders.

Methodology Overview: The PMO VALUE RING methodology was developed by the PMO Global Alliance and is used worldwide to ensure that PMOs are aligned with the strategic objectives of their organizations. It guides PMOs through various stages, from inception to maturity, focusing on value generation.

Key Components: The methodology includes tools for assessing stakeholder expectations, defining PMO functions, evaluating performance, and ensuring continuous improvement. It is highly adaptable to different organizational contexts and PMO types.

PMI Reference: The principles of the PMO VALUE RING align with PMI's emphasis on value delivery, stakeholder alignment, and continuous improvement in project management. PMI encourages methodologies that support these goals, such as the PMO VALUE RING.

PMI and PMO VALUE RING Reference:

The PMO VALUE RING methodology is widely recognized and used by PMO professionals to ensure that their PMOs deliver the expected benefits and align with organizational strategy.

Question 2

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 3

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 4

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 5

Question Type: MultipleChoice

After collecting PMO stakeholders' benefit expectations, the PMO VALUE RING provides:

Options:

- A- A list of recommended functions prioritized, based on the stakeholders' expected benefits.
- B- A list of verified processes, based on the expectations of the upper management.
- C- A list of recommended benefits from the functions.
- D- A list of recommended functions prioritized from the processes indicated as best practices.

Answer:

A

Explanation:

The PMO VALUE RING methodology is designed to align PMO functions with the benefits expected by stakeholders. After collecting stakeholders' benefit expectations, the methodology provides a list of recommended functions that are prioritized based on these expectations. This approach ensures that the PMO is focused on delivering the highest value according to the specific needs and priorities of the organization.

Stakeholder-Centric Approach: The PMO VALUE RING emphasizes the importance of understanding what stakeholders expect from the PMO in terms of benefits. These expectations are then used to prioritize the PMO's functions, ensuring that the PMO is delivering value where it matters most.

Function Prioritization: Based on the collected expectations, the methodology generates a list of PMO functions that should be implemented or emphasized. This prioritization ensures that the PMO's efforts are strategically aligned with the organization's goals and stakeholder needs.

PMI Reference: PMI's standards, such as the PMBOK Guide and other portfolio management resources, also emphasize the need for alignment with stakeholder expectations to deliver value.

The PMO VALUE RING builds on this by providing a structured approach to function selection based on these expectations.

PMI and PMO VALUE RING Reference:

The PMO VALUE RING methodology specifically focuses on aligning PMO activities with stakeholder expectations to maximize value delivery. This process is central to its function recommendation system.

Question 6

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 7

Question Type: MultipleChoice

Many PMOs fail due to a lack of sponsorship. This is a:

Options:

- 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

Explanation:

Sponsorship, particularly from upper management, is critical to the success of a PMO. A PMO without strong executive sponsorship often struggles to secure the resources, authority, and strategic alignment necessary to be effective. Therefore, the lack of sponsorship is a well-recognized cause of PMO failure.

Sponsorship Importance: Executive sponsorship provides the PMO with the necessary authority, visibility, and resources. It also helps align the PMO's goals with the organization's strategic objectives, ensuring that the PMO can deliver value.

Consequences of Poor Sponsorship: Without strong sponsorship, a PMO may lack the influence needed to enforce governance, gain stakeholder buy-in, or secure adequate funding. This often leads to a failure in meeting organizational expectations, resulting in the eventual dissolution or restructuring of the PMO.

PMI Reference: The PMI's Organizational Project Management Maturity Model (OPM3) and other PMI resources highlight the importance of executive sponsorship for PMO success. It emphasizes that sponsorship is a key driver of project success and sustainability.

PMI and PMO VALUE RING Reference:

PMI's Standards emphasize the critical role of sponsorship in project and portfolio management, noting that effective sponsorship ensures alignment with organizational goals, provides necessary resources, and helps navigate political challenges within the organization.

The PMO VALUE RING also stresses the importance of stakeholder engagement and sponsorship as a core component of a successful PMO, directly linking sponsorship to the PMO's ability to deliver value.

Question 8

Question Type: MultipleChoice

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:

Options:

- 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

Explanation:

The Competency Adherence Indicator of the Function (f-CAI) reflects the alignment of the allocated professionals' competencies with the requirements of the function. In this scenario, while the individual Personal Competency Adherence Indicators (p-CAI) are 75% and 65%, the f-CAI is reported as 85%. This suggests that the calculation was performed correctly, but there may be additional factors or data influencing the f-CAI that are not provided in the question.

f-CAI Calculation: The f-CAI is typically calculated by assessing the collective competencies of all professionals involved in the function and comparing them to the required competencies for that function. The result is an overall indicator of how well the function's competency requirements are met by the assigned team.

Lack of Complete Information: With the given data, we know the individual p-CAIs, but the calculation leading to an f-CAI of 85% could involve other factors such as weighting of competencies, different roles within the function, or additional inputs that have not been disclosed.

PMI Reference: According to PMI's standards on resource management and competency frameworks, accurate competency assessment is crucial for effective function execution. The PMO VALUE RING methodology supports this by providing a structured approach to competency alignment.

PMI and PMO VALUE RING Reference:

The PMO VALUE RING includes mechanisms for assessing and aligning competencies with function requirements. However, it requires a full set of data and contextual understanding to accurately interpret f-CAI values, which might not be fully covered by the provided information.

Question 9

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 10

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 11

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 12

Question Type: MultipleChoice

When collecting the stakeholder's benefits expectations, we must:

Options:

- 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

Explanation:

When collecting stakeholders' benefits expectations, it is essential to classify stakeholders into groups with different levels of relevance. This approach allows the PMO to prioritize the needs and expectations of the most critical stakeholders, ensuring that the PMO's efforts are aligned with the organization's strategic priorities.

Stakeholder Classification: Not all stakeholders have the same influence or interest in the PMO's activities. By grouping stakeholders according to their relevance, the PMO can focus on those

whose expectations are most critical to the organization's success.

Prioritization: This classification helps in effectively managing stakeholder expectations, ensuring that the PMO's functions and activities are aligned with the most important benefits expected by the organization's key stakeholders.

PMI Reference: PMI's Stakeholder Management guidelines stress the importance of identifying and prioritizing stakeholders based on their influence and interest in the project or PMO's success. This approach helps in managing competing demands and focusing resources where they will have the most impact.

PMI and PMO VALUE RING Reference:

The PMO VALUE RING methodology encourages the classification of stakeholders to better align PMO functions with the most critical organizational needs and expectations, ensuring that the PMO delivers maximum value.



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