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PMI PMO Certified Professional Sample Questions (Q65-Q70):

NEW QUESTION # 65

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

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

Answer: D

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.

NEW QUESTION # 66

During a PMO value assessment meeting, you notice that some PMO stakeholders focus heavily on operational details, such as meeting deadlines, while others appreciate the PMO's strategic contributions. However, some stakeholders seem unable to recognize the PMO's broader value. How does stakeholder maturity influence the perception of PMO value?

- A. Less mature stakeholders prefer technical metrics over benefits
- **B. Mature stakeholders recognize both strategic and tactical contributions**
- C. A lack of maturity prevents recognition of PMO value and benefits
- D. All stakeholders, regardless of maturity, perceive PMO value equally

Answer: B

Explanation:

Mature stakeholders understand and appreciate both tactical and strategic contributions of the PMO. Less mature stakeholders may focus only on operational details, such as meeting deadlines or project metrics, without recognizing broader benefits like alignment with organizational goals.

Reference:

Stakeholder Engagement and Maturity Models (PMI).

Pulse of the Profession - Insights into stakeholder value perception.

NEW QUESTION # 67

The evolution of PMO maturity occurs:

- A. When the PMO ceases to be operational and becomes increasingly strategic.
- B. When organizational maturity in project management evolves.
- **C. When PMO functions become more sophisticated, whether operational, tactical or strategic.**
- D. When we Increase the amount of functions performed.

Answer: C

Explanation:

The evolution of PMO maturity is not necessarily linked to the number of functions it performs, but rather to how sophisticated and aligned these functions are with the organization's strategic, tactical, and operational needs. A mature PMO moves beyond basic operational tasks, adopting strategic roles such as portfolio management and governance. This shift helps ensure that the PMO contributes effectively to achieving broader organizational goals, adding value through well-implemented processes.

NEW QUESTION # 68

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

Answer: B

Explanation:

Expanding the range of projects under the PMO's mandate may dilute focus and resources, potentially lowering efficiency and value delivery. Improving ROI involves refining existing functions, enhancing competencies, and aligning activities with strategic priorities rather than overextending the PMO's scope.

References:

- * PMI's The Standard for Portfolio Management.
- * Optimizing PMO ROI: Strategies and Practices.

NEW QUESTION # 69

In order to select the PMO functions. It is necessary to evaluate a set of important indicators. Which of the following Indicators is not necessary for this analysis?

- A. The Expectation Adherence Indicator of the stakeholder groups, and of each stakeholder.
- B. The Competency Adherence Indicator (PMO-CAI) of the PMO.
- **C. The Perceived Value Equilibrium/Balance Indicator of the PMO.**
- D. The Expectation Adherence Indicator (PMO-EAI) of the PMO.

Answer: C

Explanation:

When selecting PMO functions, indicators like the Competency Adherence Indicator (PMO-CAI) and the Expectation Adherence Indicator (PMO-EAI) are crucial for evaluating the PMO's alignment with stakeholder needs and its ability to meet expectations. However, the Perceived Value Equilibrium/Balance Indicator is not typically used in this analysis, as it focuses more on how stakeholders perceive value rather than on selecting functions based on competency and adherence to expectations.

NEW QUESTION # 70

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