

Quiz Fantastic PMI - PMO-CP - Knowledge PMO Certified Professional Points



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PMI PMO-CP Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> Establishing the PMO Processes: In this module, PMO managers and process improvement specialists will learn how to set up the essential processes for the PMO. It involves designing and implementing standardized processes that enhance project management effectiveness across projects.
Topic 2	<ul style="list-style-type: none"> Establishing the PMO Balanced Scorecard: This module helps PMO managers and performance measurement professionals develop and implement a balanced scorecard for the PMO.
Topic 3	<ul style="list-style-type: none"> Defining the PMO Headcount and Competencies: In this module, PMO managers and HR professionals will focus on determining the appropriate headcount for the PMO and defining the necessary competencies for its staff.
Topic 4	<ul style="list-style-type: none"> Defining and Balancing the PMO Mix of Functions: This module focuses on helping PMO managers and project management professionals define the appropriate mix of functions for the PMO. It covers how to balance strategic, governance, and support functions within the PMO to ensure it delivers maximum value to the organization.
Topic 5	<ul style="list-style-type: none"> Calculating the PMO ROI (Return On Investment): In this module, PMO managers and financial analysts will learn how to calculate the return on investment (ROI) for the PMO. This involves assessing the financial benefits delivered by the PMO relative to its costs and effectively communicating this value to stakeholders and senior management.

PMO-CP - PMO Certified Professional Updated Knowledge Points

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PMI PMO Certified Professional Sample Questions (Q55-Q60):

NEW QUESTION # 55

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

- A. Myth, since the PMOs do not fail, they only generate below-expected results.
- **B. Fact, because without the support of upper management a PMO cannot survive.**
- C. 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.
- 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 References: 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 References:

* PMI's Standard emphasizes 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.

NEW QUESTION # 56

Does the success of projects under the PMO mandate demonstrate the success of the PMO?

- A. Yes, because the PMO is always created to improve project performance.
- B. Yes, because successful projects increase the perception of the value of PMO's work.
- C. No, using the correlation between project success and PMO success does not make sense for a support area.
- **D. Sometimes, depending on what functions the PMO will be offering.**

Answer: D

Explanation:

The success of projects under the PMO (Project Management Office) mandate is not always a direct reflection of the PMO's success. This relationship depends heavily on the specific roles and responsibilities of the PMO.

The PMO can play several roles, ranging from support and guidance to actual project management execution, and each role influences how project outcomes correlate to PMO performance.

If the PMO's main function is limited to providing tools, templates, or basic oversight, then it operates more as a support function. In this case, the success of individual projects may not directly translate into a measure of PMO success because the projects' performance relies primarily on the project managers and teams rather than the PMO itself. Using a correlation between project outcomes and PMO performance would not make sense in this context.

However, if the PMO is more involved in critical project decisions, such as prioritization, resource allocation, and governance, then project success could be more directly linked to the PMO's effectiveness. In this case, successful projects could reflect the PMO's

ability to support or steer the organization towards achieving strategic goals.

A nuanced understanding of the PMO's role is necessary to assess its performance fairly. Therefore, while the success of projects might increase the perception of the value of the PMO, it is only a partial indicator, depending on what specific functions the PMO is executing.

NEW QUESTION # 57

What is the main necessary factor for a PMO to be recognized in its organization?

- A. Manage the strategic portfolio of projects
- **B. Meet the benefits expectations of its stakeholders.**
- C. Implement best practices in project management.
- D. Have a low cost.

Answer: B

Explanation:

The primary factor for a PMO to be recognized and valued within its organization is its ability to meet the benefits expectations of its stakeholders. Stakeholders, including upper management, functional managers, and project teams, are most concerned with how the PMO contributes to the successful delivery of projects, alignment with strategic goals, and the realization of benefits. A PMO that consistently meets or exceeds these expectations will be seen as an essential part of the organization's success.

NEW QUESTION # 58

During a PMO competency development planning session, the team discusses how the competencies required for each PMO function may vary in importance. Some competencies may be critical for a strategic function, while others are more relevant for operational or tactical functions. What is the correct approach regarding the relevance of competencies in different PMO functions?

- A. The relevance of competencies does not depend on the PMO function, as technical competencies are always more important than behavioral competencies
- B. All competencies required for the PMO are equally important, regardless of the function the professional is performing
- **C. The same competency can have different levels of relevance depending on the PMO function, whether strategic, tactical, or operational**
- D. Strategic competencies are more important for all PMO functions, while operational and tactical competencies are of little relevance

Answer: C

Explanation:

Competency relevance varies by function type. For example, strategic roles may prioritize leadership and analytical skills, while operational roles focus on execution and technical proficiency. Tailoring competencies to function requirements ensures that the PMO operates effectively at all levels.

References:

* PMI's Talent Triangle - Focus on technical, leadership, and strategic skills for PMO roles.

* Competency Development Frameworks from PMO Value Ring.

NEW QUESTION # 59

The Benefit Adherence Indicator (BAI) demonstrates:

- A. What are the benefits that the PMO is generating for the organization.
- B. What are the most important expected benefits for PMOs.
- **C. The probability of each benefit being served by the selected set of functions.**
- D. The probability of each function generating value for the organization.

Answer: C

Explanation:

The Benefit Adherence Indicator (BAI) in the PMO VALUE RING methodology measures the probability that the selected set of PMO functions will effectively deliver the expected benefits to the organization. It serves as a critical tool in ensuring that the PMO's activities are aligned with the anticipated outcomes, providing a clear indication of how well the PMO is positioned to meet its

BAI Function: The BAI is calculated by analyzing how well the PMO's selected functions are likely to meet the defined benefits. It quantifies the alignment between the PMO's operations and the expected value, helping PMO professionals make informed decisions about which functions to prioritize.

PMI Reference: PMI's frameworks emphasize the importance of aligning project, program, and portfolio management activities with strategic goals and stakeholder expectations. The BAI, as part of the PMO VALUE RING, supports this by providing a measurable approach to benefit realization.

The PMO VALUE RING methodology specifically incorporates the BAI to guide PMOs in selecting and prioritizing functions that are most likely to deliver the desired benefits to the organization.

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