

PMI.PMO-CP.by.Antony.30q

Number: PMO-CP  
Passing Score: 800  
Time Limit: 120  
File Version: 2.0

**Exam Code: PMO-CP**

**Exam Name: PMO Certified Practitioner**



## Exam A

### QUESTION 1

What factors directly influence the calculation of the PMO ROI?

- A. The maturity level of each function, and the Stakeholders Expectation Adherence Indicator.
- B. The performance and maturity level of each function.
- C. The Stakeholders Expectation Adherence Indicator of the stakeholders, and Competency Adherence Indicator of each function.
- D. The maturity level and the Competency Adherence Indicator of each function.

**Correct Answer: B**

**Section:**

**Explanation:**

The ROI (Return on Investment) of a PMO is directly influenced by the performance and maturity level of each function within the PMO. A high-performing function that has achieved a high level of maturity is more likely to contribute positively to the organization's overall success, thereby improving the ROI. The maturity level reflects the sophistication and effectiveness of how the PMO functions are managed, while performance indicates how well these functions deliver value to the organization.

### QUESTION 2

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

**Correct Answer: C**

**Section:**

**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.

### QUESTION 3

The PMO VALUE RING has in its database:

- A. 50 potential benefits and 40 potential functions for a PMO.
- B. 26 potential benefits and 30 potential functions for a PMO.
- C. 30 potential benefits and 26 potential functions for a PMO.
- D. 15 potential benefits and 26 potential functions for a PMO.

**Correct Answer: C**

**Section:**

**Explanation:**

The PMO Value Ring methodology, developed to improve the strategic alignment and effectiveness of PMOs, maintains a database containing 30 potential benefits that PMOs can deliver. These benefits help organizations understand the value and impact that a PMO can have on project performance. Additionally, the methodology identifies 26 potential functions that PMOs can perform. These functions range from governance and performance monitoring to resource management and knowledge sharing, allowing organizations to tailor their PMOs based on specific needs and strategic priorities.

#### QUESTION 4

How many maturity levels do each of the PMO functions have?

- A. Different levels, depending on the function.
- B. 4
- C. 5
- D. 3

**Correct Answer: B**

**Section:**

**Explanation:**

Each PMO function within the PMO Value Ring has four maturity levels. These maturity levels represent the degree of sophistication and capability with which the PMO can execute a particular function. The maturity model helps organizations assess their current capabilities and provides a structured approach to improve the effectiveness of PMO functions as they progress through different levels of maturity.

#### 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.



**Correct Answer: B**

**Section:**

**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 6

How many performance indicators should be used for each PMO function in each evaluation cycle?

- A. Only key functions should be monitored with performance indicators, reducing bureaucracy and excessive control.
- B. One indicator per function, giving focus to what really matters.
- C. From two to four indicators, allowing the benefit of controlling to be compatible with the effort to achieve it.
- D. All the indicators recommended by the methodology.

**Correct Answer: C**

**Section:**

**Explanation:**

In the context of PMO (Project Management Office) functions, performance indicators serve as critical tools to measure the effectiveness and success of the PMO's activities. The best practice is to use two to four

performance indicators per function during each evaluation cycle. This ensures that the evaluation is comprehensive enough to provide valuable insights without creating unnecessary bureaucracy or excessive control, which can hinder flexibility and innovation.

A balanced number of indicators allows organizations to monitor the essential aspects of each function while maintaining efficiency and adaptability. By focusing on 2-4 indicators, PMOs can achieve a manageable level of control without overwhelming the team with too much data or analysis, which can be counterproductive. This approach aligns with the principle of tailoring and agility in project management, where processes and metrics should be adapted to fit the context of the work, providing maximum benefit with the least effort.

This recommendation is derived from the PMBOK Guide and related frameworks like Ricardo Vargas' PMO methodologies, which emphasize focusing on value, minimizing waste, and maintaining a lean and effective governance structure.

#### QUESTION 7

What are the most common PMO stakeholders?

- A. Upper management, project managers, and external suppliers.
- B. Upper management, project managers, functional managers, and project team members.
- C. Upper management, functional managers, and external clients of the organization
- D. Upper management, project managers, functional managers, and all other employees of the organization.

**Correct Answer: B**

**Section:**

**Explanation:**

The most common stakeholders of a PMO (Project Management Office) include upper management, project managers, functional managers, and project team members. These stakeholders are directly involved in or affected by the PMO's activities and performance.

Upper management provides strategic direction and ensures that the PMO aligns with organizational goals.

Project managers are responsible for executing projects and rely on the PMO for governance, methodologies, and support.

Functional managers oversee specific departments or areas and provide resources for projects.

Project team members contribute to the project deliverables and rely on the PMO for guidance and structure.

The involvement of these key stakeholders is crucial for ensuring that the PMO operates effectively and meets the organization's expectations.

#### QUESTION 8

What essential aspects should be addressed in the development of action plans for the evolution of the PMO maturity?

- A. Processes, people and technology.
- B. Short, medium and long term.
- C. Current maturity, target/desired maturity and maximum maturity.
- D. Strategy, tactics and operation.

**Correct Answer: A**

**Section:**

**Explanation:**

When developing action plans for the evolution of PMO maturity, the focus should be on processes, people, and technology. These are the foundational pillars of PMO maturity:

Processes: Standardizing and optimizing project management processes is essential for improving PMO efficiency and effectiveness.

People: Ensuring that the right skills, competencies, and leadership are in place to drive the PMO forward.

Technology: Implementing tools and systems that support project management activities, such as project tracking, reporting, and resource management.

Focusing on these aspects ensures that the PMO can grow in a structured and sustainable way, continuously enhancing its ability to deliver value to the organization.

#### QUESTION 9

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.

**Correct Answer: A**

**Section:**

**Explanation:**

Performance indicators can have different relevance depending on how critical they are in measuring the value perception among stakeholders. Each function of a PMO contributes differently to the overall success of the project portfolio, and stakeholders may perceive the value generated by each function in various ways.

For example, some indicators may be more focused on financial returns, while others may measure customer satisfaction or project efficiency. The significance of each indicator is influenced by the specific goals of the organization and its stakeholders, as well as the role each function plays in delivering value.

#### **QUESTION 10**

The balance of a PMO's mix of functions is fundamental because:

- A. It allows Investments to be made in a balanced way over time.
- B. Allows the workload to be balanced over time.
- C. It allows stakeholders to realize and recognize the value of the PMO over time.
- D. It allows the costs of the PMO not to be concentrated in a specific period.

**Correct Answer: C**

**Section:**

**Explanation:**

The balance of a PMO's mix of functions is crucial because it ensures that stakeholders can realize and recognize the value the PMO provides over time. A well-balanced mix of functions helps the PMO deliver consistent results, aligning its activities with the organization's strategic goals and making its contributions visible and valuable to stakeholders. This approach helps maintain stakeholder support, ensures long-term sustainability, and enhances the PMO's credibility within the organization.

#### **QUESTION 11**

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.

**Correct Answer: B**

**Section:**

**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.

#### **QUESTION 12**

The PMO processes, when formally defined:

- A. Should compose the PMO Service Catalog, which will be used to align expectations with stakeholders.
- B. Can generate conflicts among stakeholders, by clearly establishing how the PMO should act.
- C. Should be considered as a rule, with no possibility to be adjusted or improved during the cycle.

D. Generate unnecessary bureaucracy, which does not contribute to the success of the PMO.

**Correct Answer: A**

**Section:**

**Explanation:**

When PMO processes are formally defined, they should be documented in a PMO Service Catalog. This catalog serves as a formal agreement that helps align the PMO's services and functions with stakeholder expectations. It clarifies the roles, responsibilities, and deliverables of the PMO, ensuring that stakeholders understand what to expect from the PMO, thereby avoiding confusion or misaligned expectations.

This approach enhances transparency and accountability, helping the PMO to function effectively and provide value to the organization.

#### QUESTION 13

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.

**Correct Answer: C**

**Section:**

**Explanation:**

The outcome of the PMO maturity assessment is presented in three dimensions---strategic, tactical, and operational---because maturity in these areas often evolves independently. The PMO may be mature in operational aspects like process execution while still developing its strategic role within the organization. This multidimensional assessment provides a complete view of the PMO's strengths and areas for improvement, ensuring balanced growth across all critical functions.

#### QUESTION 14

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.

**Correct Answer: B**

**Section:**

**Explanation:**

The evolution of the maturity of a given function is demonstrated by the presence of evidence or drivers that show improvements in how the function is performed. This includes enhancements in processes, tools, techniques, and practices that increase the sophistication and effectiveness of the function. These drivers are tangible indicators that maturity is progressing beyond just the allocation of resources or time elapsed.

#### QUESTION 15

What is the difference between the internal goals and the external goals of the PMO?

- A. Internal goals are agreed upon with the PMO team and external goals are agreed upon with PMO stakeholders.
- B. Internal goals do not suffer direct influence from stakeholders.
- C. Internal goals are used to measure the performance of the PMO team.
- D. External goals involve external stakeholders in the organization.

**Correct Answer: A**

**Section:**



**Explanation:**

The distinction between internal and external goals of the PMO lies in who sets and agrees on them:

Internal goals are established within the PMO team and are related to internal performance, processes, and team-based metrics. They focus on optimizing internal operations and improving efficiency.

External goals, on the other hand, are agreed upon with PMO stakeholders. These goals focus on delivering value to external parties, ensuring that the PMO meets the expectations of stakeholders such as upper management, clients, and external partners.

This alignment of internal and external goals is critical for ensuring that the PMO adds value both internally and externally, maintaining a balanced approach to performance.

**QUESTION 16**

What are PMO processes?

- A. They are the processes established to define the functions of the PMO and resources to be allocated.
- B. They are the processes established for project planning and control.
- C. They are the established processes to manage projects, programs and portfolio
- D. They are the processes established for each function performed by the PMO.

**Correct Answer: D**

**Section:**

**Explanation:**

PMO processes refer to the specific processes established for each function that the PMO performs. These processes include governance, reporting, resource management, risk management, and supporting project, program, and portfolio management functions. They are designed to ensure that the PMO operates efficiently and consistently while supporting project delivery and aligning with organizational objectives.

By establishing clear processes for each PMO function, the organization ensures that there is consistency in how projects are managed and delivered, which leads to better oversight and control.

**QUESTION 17**

What is the relationship between organizational maturity in project management and PMO maturity?

- A. The existence of organizational maturity is a requirement for the existence of a PMO.
- B. All answers are correct.
- C. Organizational maturity and PMO maturity are different and complementary concepts.
- D. The existence of a PMO is a sign of organizational maturity.

**Correct Answer: C**

**Section:**

**Explanation:**

Organizational maturity in project management and PMO maturity are distinct but complementary concepts. Organizational maturity refers to the overall capability of the organization to manage projects effectively and efficiently, including how well it adopts project management best practices across the entire organization. PMO maturity, on the other hand, refers specifically to the maturity of the PMO in performing its functions, supporting projects, and providing governance.

While these concepts are related, they are not the same, and an organization can have a mature PMO without being fully mature in overall project management practices, or vice versa. Both are necessary to optimize project outcomes and contribute to organizational success.

**QUESTION 18**

What does the target/desired maturity level for a function mean?

- A. It is the level of sophistication desired for the function at the beginning of the evaluation cycle.
- B. It is the level of competencies to perform a particular function.
- C. It is the level of sophistication desired for the function at the end of the evaluation cycle.
- D. It should always be less than the current maturity level.

**Correct Answer: C**

**Section:**

**Explanation:**

The target/desired maturity level for a function represents the level of sophistication or performance that the organization aims to achieve by the end of a specific evaluation cycle. This maturity level is set based on the organization's strategic goals, resource capabilities, and the PMO's roadmap for growth.

By defining the desired level of maturity, the organization ensures that it has a clear objective for improvement and can track progress over time. Achieving this level requires addressing gaps in processes, people, and technology.

**QUESTION 19**

What does the Personal Competency Adherence indicator (p-CAI) mean?

- A. The indicator shows the need for resources for the PMO. both quantitatively and qualitatively.
- B. It demonstrates how much a PMO professional is prepared to perform a particular function, and therefore can vary from function to function.
- C. The indicator demonstrates how the PMO team is prepared to generate perceived value for its stakeholders.
- D. It demonstrates how much a professional is prepared to work in the PMO, regardless of the functions to which he is allocated.

**Correct Answer: B**

**Section:**

**Explanation:**

The Personal Competency Adherence Indicator (p-CAI) measures the degree to which a PMO professional is equipped with the skills, knowledge, and readiness to perform specific functions within the PMO. Since different PMO functions may require varying levels of expertise and competencies, this indicator can vary depending on the function assigned. It focuses on how prepared the individual is to execute particular roles within the PMO framework.

This metric ensures that the right people are allocated to the right tasks, optimizing PMO performance and alignment with the overall project goals.

**QUESTION 20**

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

**Correct Answer: C**

**Section:**

**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.

**QUESTION 21**

Essentially, to be successful and recognized, a PMO should be able to:

- A. Complete projects on agreed cost and time.
- B. Reduce the waste of resources on projects.
- C. Improve the business results of the organization.
- D. Generate perceived value for its stakeholders.

**Correct Answer: D**

**Section:**



**Explanation:**

For a PMO to be successful and recognized, it must generate perceived value for its stakeholders. This goes beyond just completing projects on time and within budget. Stakeholders need to see the tangible and intangible benefits the PMO delivers, such as alignment with strategic goals, improved governance, and enhanced project delivery efficiency. The PMO's ability to demonstrate its value and relevance to stakeholders is what leads to its recognition and success within the organization.

**QUESTION 22**

The PMO Expectation Adherence indicator (pmo-EAI) is:

- A. The sum of 20% of the functions capable of generating 80% cumulative contribution probability.
- B. The sum of the selected functions' contribution probabilities.
- C. The sum of the results of executed projects.
- D. The sum of 80% of the functions capable of generating 20% cumulative contribution probability.

**Correct Answer: B**

**Section:**

**Explanation:**

The PMO Expectation Adherence Indicator (PMO-EAI) measures how well the PMO adheres to its expected contributions within an organization. The selected functions of the PMO are analyzed based on their contribution probabilities, which reflect how much they are expected to contribute to the overall project success.

The correct approach to calculating the PMO-EAI involves summing the probabilities of the contributions from these selected PMO functions. This method allows a clear assessment of the effectiveness of the PMO in meeting its objectives. It aligns with the principle of focusing on measurable outcomes in PMO performance evaluation, as seen in the application of frameworks like the PMBOK Guide and project evaluation models.

**QUESTION 23**

What is the ideal type or model of PMO?

- A. The Strategic PMO.
- B. The Agile PMO.
- C. The Center of Excellence.
- D. None of the answers.



**Correct Answer: D**

**Section:**

**Explanation:**

There is no one-size-fits-all ideal type of PMO (Project Management Office). The type or model of PMO that works best for an organization depends on its specific needs, culture, and strategic goals. The PMBOK Guide and various other methodologies emphasize that PMOs can take different forms based on the organization's maturity, complexity, and focus areas.

A Strategic PMO may be ideal for organizations looking to align projects closely with strategic objectives.

An Agile PMO would be suitable for organizations that require flexibility and rapid responsiveness to change.

A Center of Excellence is more focused on providing best practices, training, and support across projects but may not directly align with the organization's strategic project execution needs.

Therefore, the best PMO model must be tailored to fit the specific requirements of the organization, and none of the answers is universally ideal. Each organization must determine the PMO type that works for its unique context.

**QUESTION 24**

When defining the processes of a PMO, we must consider:

- A. That processes are standardized for any and every organization.
- B. That the formalization and alignment of PMO processes is an outdated approach.
- C. That it is not possible to aggregate methodologies and specific approaches to processes, such as agile methods.
- D. That each function of the PMO should have its own process adapted to the needs of the organization.

**Correct Answer: D**

**Section:**

**Explanation:**

When defining the processes of a PMO, it is critical to recognize that each function of the PMO should have its own process tailored to the specific needs of the organization. PMO processes should not be standardized across all organizations but instead adapted to the unique requirements, goals, and culture of the specific environment. This approach ensures that the PMO is flexible, efficient, and aligned with the strategic objectives of the organization.

**QUESTION 25**

What is the minimum recommended value for the Expectation Adherence Indicator?

- A. There is no recommended value, but the lower the Indicator, the greater the risk of not reaching the expected financial return for the PMO.
- B. There is no recommended value, but the lower the indicator, the greater the risk of not reaching the set of stakeholder expectations.
- C. At least 80%.
- D. Between 70% and 80%.

**Correct Answer: C**

**Section:**

**Explanation:**

The Expectation Adherence Indicator is a measure used to track how well a PMO is meeting the expectations set by its stakeholders. A minimum recommended value of at least 80% ensures that the PMO is aligned with its objectives, reducing the risk of not meeting stakeholder expectations. Falling below this threshold increases the risk of failing to meet these expectations, which could lead to dissatisfaction and a diminished perception of the PMO's effectiveness.

**QUESTION 26**

How has the PMO VALUE RING been created?

- 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.

**Correct Answer: A**

**Section:**

**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 27**

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

- 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.

**Correct Answer: C**

**Section:**

**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 28

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.

**Correct Answer: A**

**Section:**

**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 29

What is the relationship between organizational maturity in project management and PMO maturity?

- A. The existence of organizational maturity is a requirement for the existence of a PMO.
- B. All answers are correct.
- C. Organizational maturity and PMO maturity are different and complementary concepts.
- D. The existence of a PMO is a sign of organizational maturity.



**Correct Answer: C**

**Section:**

**Explanation:**

Organizational maturity in project management and PMO maturity are related but separate concepts. Organizational maturity refers to the overall development of the organization's project management capabilities, including governance, processes, tools, and resources across all levels. In contrast, PMO maturity focuses specifically on the maturity of the Project Management Office and its ability to support and govern projects, programs, and portfolios effectively.

While organizational maturity provides a broader view of the entire company's project management capabilities, PMO maturity addresses how well the PMO functions in aligning its operations with strategic objectives. Both are complementary, and improving either one can positively influence the other.

#### QUESTION 30

What defines a PMO function as strategic?

- 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.

**Correct Answer: D**

**Section:**

**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.