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## PMI Project Management Office Certified Professional Sample Questions (Q70-Q75):

### NEW QUESTION # 70

In an organization, the executives focus mainly on project operational deliverables. How should the PMO professional support the executives in fostering a business-value-driven perspective?

- A. Promote awareness of using an efficiency approach for the management of the organization's projects.
- B. Transition from a PMO into a value management office (VMO).
- C. Support portfolio management by establishing connections among deliverables and expected outcomes.
- D. Implement a benefits realization management process.

**Answer: D**

Explanation:

Implementing a benefits realization management process is key to shifting the focus from operational deliverables to business value. This process tracks and ensures that projects deliver tangible, measurable benefits aligned with strategic goals.

Promoting efficiency (Option A) is important but does not explicitly connect deliverables to business value.

Transitioning to a VMO (Option B) is a structural change that may not be feasible. Supporting portfolio management (Option D) helps but benefits realization provides a direct mechanism.

PMI-PMOCP Strategic Alignment domain highlights benefits realization as a critical enabler of value-focused project governance.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Benefits Realization Management (2019)

PMI PMO Value Ring, Value Management

### NEW QUESTION # 71

A newly hired PMO professional is lacking information about the performance of one of the portfolios. The PMO professional has been tasked with ensuring effective performance monitoring and reporting processes.

What strategy should the PMO professional employ to achieve this goal?

- A. Implement key performance indicators (KPIs) aligned with project objectives to measure progress and performance and conduct regular performance reviews.
- B. Reduce the frequency of performance reporting to stakeholders to minimize distractions and focus on project execution, relying on periodic updates to convey project status.
- C. Delegate the responsibility of performance monitoring and reporting to project managers, allowing them to develop their own monitoring systems and report directly to stakeholders.
- D. Avoid implementing any changes to the current performance monitoring and reporting processes to maintain consistency and prevent disruptions to ongoing projects.

**Answer: A**

Explanation:

Effective portfolio performance monitoring requires consistent, objective, and aligned measurement. PMI-PMOCP advocates for the implementation of key performance indicators (KPIs) that directly align with portfolio and project objectives to track progress and outcomes. Regular reviews based on these KPIs enable timely decision-making and corrective actions.

Delegating monitoring without standardization (option A) risks inconsistency. Reducing reporting frequency (option B) can hinder visibility. Avoiding changes (option C) may perpetuate inefficiencies. Establishing KPIs and structured reviews enhances governance, transparency, and portfolio control.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Performance Measurement and Reporting.

### NEW QUESTION # 72

A newly appointed PMO professional for a startup specializing in mobile analytics has been tasked with establishing a PMO to streamline project management processes and ensure successful delivery.

Which step should the PMO professional prioritize to gain approval from the CEO to sponsor the initiative?

- A. Implement PMO processes immediately to demonstrate the potential benefits and get buy-in.
- B. Draft a project charter to outline the benefits and objectives of the PMO and have it approved by the sponsor.
- C. Work with the CEO to identify and understand the needs and goals of the company's potential PMO customers.
- D. Analyze potential risks and mitigation strategies associated with the PMO functions and services.

**Answer: C**

Explanation:

Gaining CEO sponsorship requires collaborating with the CEO to understand business needs and PMO customer goals, ensuring the PMO's design is relevant and aligned. PMI-PMOCP highlights stakeholder engagement and strategic alignment as prerequisites to securing executive buy-in and support.

Drafting a charter (option A) or analyzing risks (option B) is important but should follow needs assessment.

Implementing processes prematurely (option C) risks resistance without buy-in.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Stakeholder Management.

### NEW QUESTION # 73

A company has a history of struggling to deliver projects on time and within budget. The PMO professional has been tasked with assessing the maturity and capability of the PMO in order to develop a plan for improvement. What should the PMO professional do?

- A. Review the PMO documentation for information on PMO maturity models.
- **B. Conduct a self-assessment using a PMO maturity model.**
- C. Interview PMO team members and stakeholders and record their suggestions.
- D. Hire a consultant to conduct a PMO maturity assessment.

**Answer: B**

Explanation:

Conducting a self-assessment using a recognized PMO maturity model enables the PMO professional to objectively evaluate current capabilities, identify gaps, and plan improvements. This approach promotes ownership and continuous improvement.

Reviewing documentation (Option A) or interviewing stakeholders (Option B) are valuable but less structured. Hiring consultants (Option C) might be costly and unnecessary if internal capability exists.

PMI-PMOCP Lifecycle Management advocates self-assessment as a starting point for maturity enhancement.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Maturity Assessment PMI PMO Value Ring, Continuous Improvement

### NEW QUESTION # 74

A PMO professional for an engineering company was contacted by a newly hired project manager who wanted to submit an urgent change request to reset the baseline for the project schedule. The project manager did not understand the process for submitting such a request. Because this project is critical for the company, any delays might put the project at risk.

What should the PMO professional do?

- A. Ensure that the project manager attends the required training that will provide more information about the change management process.
- B. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.
- **C. Support the project manager in creating the change request and guide the project manager through its submission and approval.**
- D. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.

**Answer: C**

Explanation:

In the context of the PMI-PMOCP Governance domain, one of the critical functions of the PMO professional is to provide proactive support and guidance to project managers, especially when urgent changes are needed in critical projects. Although organizational process assets (OPAs) and governance models provide important frameworks and tools, the PMO's role extends beyond simply pointing to these resources. The PMO professional should actively assist the project manager in preparing the change request to ensure it is correctly documented and aligned with organizational standards, reducing risk and delays.

According to PMI's PMO practice guides and the PMI-PMOCP exam content outline, the Governance domain emphasizes oversight, adherence to processes, and facilitation. Helping the project manager navigate the change management process embodies good governance and improves project outcomes. This approach supports organizational strategy by enabling timely decision-making and maintaining project control.

Furthermore, while training is important, it is not an immediate solution for urgent requests. Telling the project manager to self-serve through OPAs (Option A) or simply directing them to follow governance models (Option B) without hands-on assistance risks delays and misunderstandings, particularly for new PMs.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Chapter on Change Management PMI PMO Value Ring and Practice Guides, Governance and Support Processes

## NEW QUESTION # 75

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