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PMI Project Management Office Certified Professional Sample Questions (Q13-Q18):

NEW QUESTION # 13

A software company hired a PMO professional to establish a new PMO to oversee the performance of its projects and create the required processes. The new PMO professional immediately conducted project management training sessions for all project managers, developed project templates, and regularly conducted project audits. After the PMO had been in service for a year, senior management decided to shut down the PMO due to lack of value generation.

What should the PMO professional have done differently to ensure that the PMO generated the desired value?

- A. Reduce the costs of the PMO in the first year and increase it gradually year over year.
- B. Change the frequency of project audits in order to reduce the PMO operating costs.
- C. Conduct the required training on a smaller scale first before delivering the training to all project managers.
- **D. Validate and align with senior management's expectations at the beginning of the PMO setup.**

Answer: D

Explanation:

A critical early step in establishing a PMO is to validate and align the PMO's purpose, objectives, and services with senior management expectations. PMI-PMOCP emphasizes stakeholder engagement and alignment as foundations for PMO success. Without this alignment, PMO efforts may miss organizational priorities, resulting in perceived lack of value.

While training and audits are important, their scale and scope should reflect the organization's needs and priorities. Costs and frequency changes (options A and C) are secondary to strategic alignment. Smaller scale training (option B) may help adoption but does not replace the need for clear expectation-setting.

Alignment ensures the PMO delivers relevant services and is recognized as a value driver.

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

NEW QUESTION # 14

During executive meetings, the leader of a recently established PMO notices that the organization's leaders are worried about falling revenues during the last quarter and are beginning to look for ways to cut costs. The PMO leader is concerned that the PMO may be cut.

What should the PMO do to mitigate this risk?

- A. Demonstrate alignment with the organization by reducing the PMO headcount.
- B. Improve the maturity of the PMO services.
- **C. Continue to demonstrate the value of the PMO.**
- D. Increase the PMO's value by increasing the services provided by the PMO.

Answer: C

Explanation:

The most direct way to mitigate the risk of PMO cuts during cost concerns is to continually demonstrate the PMO's value to the organization and leadership. Clear communication of benefits, successes, and alignment with strategic goals solidifies the PMO's importance.

Increasing services (Option B) without strategic focus may add costs. Reducing headcount (Option C) risks reducing capacity and value. Improving maturity (Option D) is beneficial but less immediate than demonstrating value.

PMI-PMOCP Strategic Alignment stresses ongoing value communication as key to PMO sustainability.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Value Demonstration PMI PMO Value Ring, Stakeholder Management

NEW QUESTION # 15

A PMO was just established in a large organization. The PMO team identified all potential PMO customers and analyzed them based on their power and interest. The list of customers was much too long and the PMO's capacity to nurture them all is not sufficient.

What should the PMO professional do to move toward developing the service catalog?

- A. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.
- B. Focus on the middle and top levels of management and incorporate resource expectations for when the PMO will have sufficient resources to serve all of the customers.
- C. Interview executive leadership, understand their expectations, and generalize the findings as they are the main decision makers.
- **D. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.**

Answer: D

Explanation:

When the PMO customer base is large and capacity is limited, PMI-PMOCP recommends a segmentation and categorization approach (Option B). This enables the PMO to tailor service offerings and communication strategies based on customer groups' power, interest, and needs, efficiently managing resources and expectations.

Focusing only on executive leadership (Option A) or middle and top management (Option C) risks overlooking critical stakeholders. Developing a service catalog solely from portfolio or project managers (Option D) may limit the scope and miss broader stakeholder needs.

Categorizing customers facilitate targeted engagement and scalable service development, consistent with PMI best practices.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder and Customer Management PMI PMO Value Ring, Service Catalog Development

NEW QUESTION # 16

An organization hired a new PMO professional to enhance an existing PMO that is facing several challenges.

Following an initial assessment, the PMO professional identified that the PMO is seen as overly technical and lacking alignment with the organization's business objectives.

What actions should the PMO professional take to improve the PMO's alignment with business needs?

- A. Develop the PMO team's competencies and capabilities.
- **B. Collect the business requirements and customer needs within the organization.**
- C. Simplify the current methodologies and procedures.
- D. Implement accepted industry practices in portfolio, program, and project management.

Answer: B

Explanation:

To align the PMO with business objectives, the PMO professional must first gather and understand the organization's business requirements and customer needs. PMI-PMOCP emphasizes that alignment begins with a clear understanding of what the business values and expects. Collecting this information ensures the PMO tailors its services, governance, and delivery to meet organizational goals effectively.

Enhancing team competencies (option B), implementing industry best practices (option C), or simplifying methodologies (option D) are important but secondary actions. Without understanding business requirements, such efforts risk misalignment. Therefore, capturing business needs provides a foundation for all subsequent PMO improvements.

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

NEW QUESTION # 17

Last year, a company established a new PMO to enhance the management of its customer projects. After 1 year, the CFO is dissatisfied with the perceived lack of value in the PMO's periodic reports, and the CIO has raised concerns about the PMO staff's insufficient IT competencies.

What should a PMO professional recommend to the company's CEO to address these concerns?

- A. Suggest organizing a meeting with the PMO manager to discuss the feedback from senior executives and determine the next steps.
- **B. Ask the PMO manager to assess the needs and expectations of senior executives and remodel the PMO processes and competencies consequently.**
- C. Suggest that the PMO manager train the PMO resources on cloud platforms and master new software development practices.
- D. Ask the PMO manager to meet with the CFO and rework the content of the periodical reports.

Answer: B

Explanation:

According to the PMI-PMOCP Strategic Alignment domain, PMOs must continuously align their services, processes, and competencies with organizational needs and senior executive expectations. Dissatisfaction from the CFO and CIO reflects a misalignment between the PMO's outputs and stakeholder needs.

The best approach is for the PMO manager to conduct a thorough assessment of senior executive expectations and needs, then adjust the PMO's processes and staff competencies accordingly to deliver measurable value. This may include reworking reporting content, improving technical skills, and adapting PMO functions to better support strategic objectives.

Options A and B are more reactive and limited to communication or reporting improvements without addressing underlying process and competency gaps. Option D, while related to IT skills, is too narrow and tactical without considering broader strategic realignment.

PMI standards emphasize ongoing stakeholder engagement and adaptive PMO capability building to maintain relevance and value delivery.

References:

NEW QUESTION # 18

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