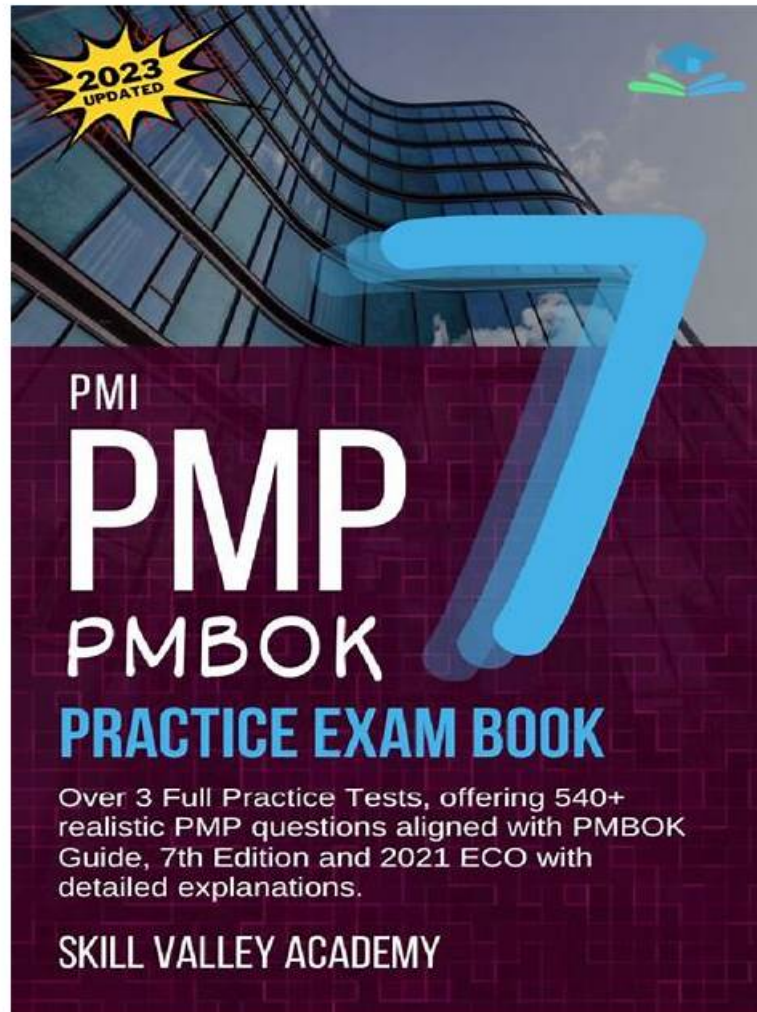


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PMI Project Management Office Certified Professional Sample Questions (Q67-Q72):

NEW QUESTION # 67

A PMO professional joins an existing PMO that displays warning signs that the organization's perception of the PMO's value is deteriorating.

Which step should the PMO professional recommend?

- A. Highlight the benefits of the PMO effectively, using qualitative and quantitative measures for PMO customers.
- B. Review and reduce the operating costs of the PMO, highlighting enhanced value for PMO customers.
- C. Switch out some PMO resources to ones with a wider range of core PMO skills and inform PMO customers of the additional skills.
- D. Move the PMO to report to a popular manager within the company and communicate the change to PMO customers.

Answer: A

Explanation:

To reverse a deteriorating value perception, the PMO professional should effectively communicate the PMO's benefits using both qualitative stories and quantitative metrics. Demonstrating value in measurable and relatable terms reinforces stakeholder confidence. Reducing costs (Option A) or changing personnel (Option C) are less direct and may not impact perception quickly. Changing reporting lines (Option D) is a structural change that may not address value communication.

PMI-PMOCP Strategic Alignment emphasizes benefits communication as a core step in value restoration.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

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

NEW QUESTION # 68

In a large energy company, a PMO was recently established to help organize the numerous projects that are completed every year. Executives have passionate discussions in meetings to select and prioritize projects to enter the portfolio. These discussions cause frequent delays and result in decisions being questioned by some of the executive board members.

What should the PMO professional do to improve this situation?

- A. Suggest informal activities to build interpersonal relationships among the company executives.
- B. Ask the executives to discuss issues based on the projects' proposed business cases so that discussions are more objective.
- C. Implement a portfolio management service that includes established criteria for project selection and prioritization.
- D. Facilitate the selection and prioritization process based on their own project management experience.

Answer: C

Explanation:

Effective portfolio management relies on defined, transparent criteria for project selection and prioritization to ensure alignment with organizational strategy and resource optimization. PMI-PMOCP highlights that a PMO professional should implement formal portfolio management processes, including documented criteria, scoring models, and decision-making frameworks. This reduces subjectivity and political debate, expedites decision-making, and fosters executive alignment and accountability.

While facilitating discussions (option A) or encouraging objective business case discussions (option C) may help, without an established process and criteria, subjective debates and delays are likely to persist. Informal relationship-building (option D) supports teamwork but does not address structural inefficiencies. Establishing portfolio management services that guide selection

ensures consistent, efficient governance of projects.

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

NEW QUESTION # 69

The senior management of an organization is unable to cope with an increasing number of projects. The chief operations officer heard of a very successful PMO in another organization and decided to recruit their PMO leader. The expectations are high for the new PMO leader, and the organization demands they set up a PMO that is as successful as their previous organization's PMO. What is the first thing the PMO leader should do to deliver on this expectation?

- A. Define the appropriate type of PMO for the current organizational context and develop services accordingly.
- B. Benchmark the current services with their previous experience and adjust the services as needed.
- C. Analyze the customer expectations and apply their experience from the previous organization as needed.
- D. Establish the same services based on their experience in the previous organization to guarantee success.

Answer: A

Explanation:

Success depends on tailoring the PMO to the specific organizational context, culture, and needs. Defining the type of PMO suitable for the current environment ensures services and governance structures are relevant and effective.

Simply replicating prior services (Option A), benchmarking (Option B), or applying past experience without contextual analysis (Option C) risks misalignment and failure.

PMI-PMOCP Strategic Alignment underscores assessing organizational context as a foundational step for PMO success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), PMO Establishment PMI PMO Value Ring, Organizational Fit

NEW QUESTION # 70

A PMO professional has been tasked with evolving the PMO's value proposition in a rapidly changing, capital-intensive industry that has been strongly impacted by new environmental, social, and governance (ESG) regulations. The organization's strategy emphasizes flexibility and innovation, but the PMO must also ensure compliance with these evolving requirements.

What should the PMO professional do when developing a PMO value proposition?

- A. Develop a value proposition that prioritizes financial metrics.
- B. Create a value proposition aligned with the organization's strategic goals.
- C. Develop a value proposition that incorporates industry-specific requirements.
- D. Create a value proposition based on a recently launched PMO standard.

Answer: B

Explanation:

A PMO's value proposition must be aligned with the organization's overarching strategic goals, including the need for flexibility, innovation, and regulatory compliance. Option C encapsulates this alignment, ensuring that the PMO supports business priorities and evolving market requirements effectively.

Focusing solely on financial metrics (Option A) or on PMO standards (Option B) risks misalignment or being outdated. While industry-specific requirements (Option D) are important, they should be integrated into the broader strategic goals rather than forming the entire basis of the value proposition.

PMI emphasizes that a well-crafted PMO value proposition reflects strategic priorities to maximize organizational value.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Value Proposition Development PMI PMO Value Ring, Strategic Alignment and Value Creation

NEW QUESTION # 71

A newly appointed PMO professional received a mandate for setting up a PMO in an organization operating in the energy sector, with a main objective of improving project delivery.

What should the PMO professional do first?

- A. Assess the current state of organizational project management maturity and identify gaps.
- B. Develop a PMO charter that includes its purpose, objectives, and key services.
- C. Create policies and procedures that oversee organizational project management processes.
- D. Create a plan for the PMO that aligns with the organizational goals.

Answer: A

Explanation:

When establishing a new PMO, the foundational step is to assess the current maturity of organizational project management practices. PMI-PMOCP stresses that understanding the existing capabilities and gaps enables the PMO professional to develop tailored interventions and set realistic objectives.

This maturity assessment informs the design of the PMO charter, processes, and plans, ensuring they are relevant and aligned with organizational needs. Creating policies or plans without this understanding risks misalignment and inefficiency. The maturity assessment also supports stakeholder engagement by providing an objective baseline from which to measure progress.

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

NEW QUESTION # 72

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