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PMI Project Management Office Certified Professional Sample Questions (Q62-Q67):

NEW QUESTION # 62

During the execution phase of the project, the PMO professional notices that a project team is consistently falling behind schedule. Despite the best efforts of the PMO to provide additional resources and support, the team continues to struggle with meeting the deliverables. The PMO professional determines that the root cause of the delays is poor communication among team members. Which two tasks should the PMO professional take? (Choose 2)

- A. Provide a series of project management training sessions to improve communication skills and foster better teamwork.
- B. Escalate the issue to senior management and request additional budget for outsourcing certain project tasks to external vendors.
- C. Implement project management software to facilitate real-time collaboration and communication among team members.
- D. Replace some resources from the project team to make collaboration among the team more efficient.
- E. Reallocate additional resources from other project teams to compensate for the delays and ensure timely completion.

Answer: A,C

Explanation:
Addressing poor communication requires a combination of enabling tools and skill development.
Implementing project management software (Option B) provides technological support for real-time collaboration, while targeted training (Option E) builds communication competencies and teamwork culture.
Replacing team members (Option A) may be disruptive and should be a last resort. Adding more resources (Option C) or escalating for outsourcing (Option D) addresses symptoms but not the root cause.
PMI-PMOCP Lifecycle Management stresses the importance of identifying root causes and implementing multifaceted solutions for team performance issues.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Team Performance and Communication PMI PMO Value Ring, Resource and Communication Management

NEW QUESTION # 63

The executive management team for a healthcare company is discussing the second quarter's low result in the customer satisfaction score, which is a key performance indicator (KPI). One of the executives shares concerns about wasting efforts on projects and initiatives without being able to keep up with competitors and increase the customer satisfaction score.
Which action should the PMO professional take to avoid such a situation?

- A. Establish a customer experience department.
- B. Support the reevaluation of the strategic plan by the executives.
- C. Ask to review the customer satisfaction metrics.
- D. Avoid the customer satisfaction metric analysis when assessing projects.

Answer: B

Explanation:
To prevent misalignment of projects with strategic goals, the PMO professional should support the executive team in reevaluating the strategic plan to ensure projects directly contribute to critical KPIs like customer satisfaction.
Avoiding metric analysis (Option A) neglects insight. Reviewing metrics (Option C) is necessary but insufficient alone. Establishing new departments (Option D) may help but is a longer-term solution.
PMI-PMOCP Strategic Alignment focuses on aligning strategy and execution to optimize business outcomes.
References:
PMI-PMOCP Exam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Benefits Realization Management (2019)
PMI PMO Value Ring, Strategic Alignment

NEW QUESTION # 64

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. Increase the PMO's value by increasing the services provided by the PMO.

- B. Improve the maturity of the PMO services.
- C. Continue to demonstrate the value of the PMO.
- D. Demonstrate alignment with the organization by reducing the PMO headcount.

Answer: C

Explanation:
The most direct way to mitigate the risk of PMO cuts during cost concerns is tocontinually demonstrate the PMO's valueto 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-PMOCPExam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Project Management Offices (2013), Value Demonstration PMI PMO Value Ring, Stakeholder Management

NEW QUESTION # 65
After which event should a PMO professional expect the PMO mandate to be reviewed?

- A. When the PMO expands its scope to include new services
- B. When new qualifications are gained by PMO team members
- C. When the PMO maturity score increases
- D. When the PMO delivers value that exceeds customer expectations

Answer: A

Explanation:
The PMO mandate is a formal document that defines the purpose, authority, and scope of the PMO.
According to PMI-PMOCP principles,any significant change in the PMO's scope or services triggers a review of the mandateto ensure it remains relevant and aligned with organizational needs. Expanding the PMO's scope (Option A) necessitates updating the mandate to reflect new responsibilities, authority, and expectations.
Increasing maturity scores, delivering exceptional value, or staff gaining new qualifications (Options B, C, and D) are positive indicators but do not in themselves require revisiting the mandate.
Regular mandate reviews help maintain clarity, authority, and stakeholder alignment, which are critical governance elements emphasized by PMI.
References:
PMI-PMOCPExam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), PMO Mandate and Governance Sections PMI PMO Value Ring, Governance and Scope Management

NEW QUESTION # 66
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. Simplify the current methodologies and procedures.
- B. Collect the business requirements and customer needs within the organization.
- C. Implement accepted industry practices in portfolio, program, and project management.
- D. Develop the PMO team's competencies and capabilities.

Answer: B

Explanation:
To align the PMO with business objectives, the PMO professional must firstgather 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 # 67

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