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## PMI PMI-PMOCP Questions - Highly Recommended By Professionals

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

NEW QUESTION # 70
A newly appointed PMO professional has been tasked with developing an organizational project management (OPM) competency

framework to improve project management across the organization. The goal is to ensure alignment with both industry standards and specific organizational needs.

What should the PMO professional do first?

- A. Research industry standards and good practices, then adapt them to address the organization's unique challenges.
- B. Focus the competency framework on senior project managers, as they will have the most impact on the organization's success.
- C. Analyze the project management skills of the current team and develop a framework around their existing competencies.
- D. Create a list of competencies based on the organization's past project successes.

**Answer: A**

Explanation:
The best starting point is to research recognized industry standards and best practices to ensure the competency framework is grounded in proven models. From there, the PMO professional should customize the framework to meet the organization's unique challenges and strategic objectives.

Building the framework solely on current team skills (Option A) or past successes (Option B) risks limiting growth and failing to address emerging needs. Focusing only on senior project managers (Option D) excludes broader organizational impact.

PMI-PMOCP Lifecycle Management emphasizes benchmarking external standards as a foundational step in competency framework development.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Talent Triangle and Competency Frameworks

PMI PMO Value Ring, Talent Development

## NEW QUESTION # 71

A PMO professional notices that the project managers are not adhering to the established project management guidelines within the organization. What actions should the PMO professional take to address this issue effectively?

- A. Distribute updated manuals and provide additional project management training sessions to the project managers.
- B. Revise the current guidelines based on their knowledge and experience to ensure the guidelines are more practical.
- C. Conduct a survey with project managers to understand their challenges, then create a customized action plan to address the gaps.
- D. Escalate the issue to the project sponsors to enforce the project managers' adherence to the guidelines.

**Answer: C**

Explanation:
Within the PMI-PMOCP Governance domain, the PMO professional's responsibility is to ensure compliance through understanding and collaboration rather than unilateral enforcement. When project managers are not following guidelines, the first step is to engage with them to understand the root causes of non-adherence. This can include process complexity, lack of awareness, or practical challenges.

Conducting a survey or assessment (Option D) aligns with best practices for continuous improvement and stakeholder engagement. It enables the PMO to tailor solutions-such as training, process adjustments, or communication improvements-based on actual feedback rather than assumptions.

Options A and B, though seemingly proactive, risk missing the real issues if implemented without input.

Revising guidelines without stakeholder consultation (Option A) can lead to ineffective or resisted changes.

Distributing manuals and training (Option B) is useful only if it addresses identified gaps. Escalating directly to sponsors (Option C) should be a last resort, as it may create resistance and harm relationships.

This approach is consistent with PMI's emphasis on governance through collaboration, communication, and continuous process improvement, as outlined in the PMO governance frameworks.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance and Compliance Sections PMI PMO Value Ring, Governance and Continuous Improvement

## NEW QUESTION # 72

An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term.

Which action should the PMO professional take to ensure efficient delivery?

- A. Allocate PMO resources to incoming requests based on their experience.
- B. Educate customers on service-level agreements (SLAs) for each service.
- C. Escalate the issue to the executive team and request additional resources.
- D. Prioritize and assign service requests based on their strategic impact.

**Answer: D**

Explanation:
The PMI-PMOCP Lifecycle Management domain guides PMOs to prioritize resources and services based on strategic impact, ensuring that limited capacity is allocated to initiatives that deliver the highest organizational value.
Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option B) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.
This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

**NEW QUESTION # 73**
The PMO has decided to expand its services by including project prioritization and status reporting to better visualize project execution.
Which action should the PMO professional take next?

- A. Identify the PMO customers' needs and determine the most effective approach to meet expectations.
- B. Conduct regular project audits and reviews to ensure compliance and high quality.
- C. Develop new services and frameworks to ensure they are appropriately planned for implementation.
- D. Employ new PMO team members to help provide the requested services.

**Answer: A**

Explanation:
Comprehensive and Detailed Explanation:
[Same as Question 114]

**NEW QUESTION # 74**
Which primary strategy should the PMO professional adopt to effectively oversee an organization's portfolio to drive value creation, innovation, and competitive advantage?

- A. Suggest that senior leadership modify the strategic objectives and key performance indicators (KPIs).
- B. Check that all projects adhere to strict timelines and budgets.
- C. Conduct annual audits to assess project performance and compliance.
- D. Ensure that the projects align with organizational strategic objectives.

**Answer: D**

Explanation:
The core purpose of portfolio management within the Strategic Alignment domain is to ensure project investments are aligned with organizational strategic objectives. This alignment drives value creation, supports innovation, and sustains competitive advantage.
While audits (Option A), monitoring timelines and budgets (Option C), and leadership involvement (Option D) are important, the foundational strategy is to maintain strategic alignment so that resources are allocated to initiatives with the greatest impact.
PMI-PMOCP guidelines emphasize strategic alignment as the primary mechanism to maximize portfolio value and organizational success.
References:
PMI-PMOCP Exam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Portfolio Management (2017), Alignment and Value Delivery Sections PMI PMO Value Ring, Strategic

Portfolio Management

**NEW QUESTION # 75**

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