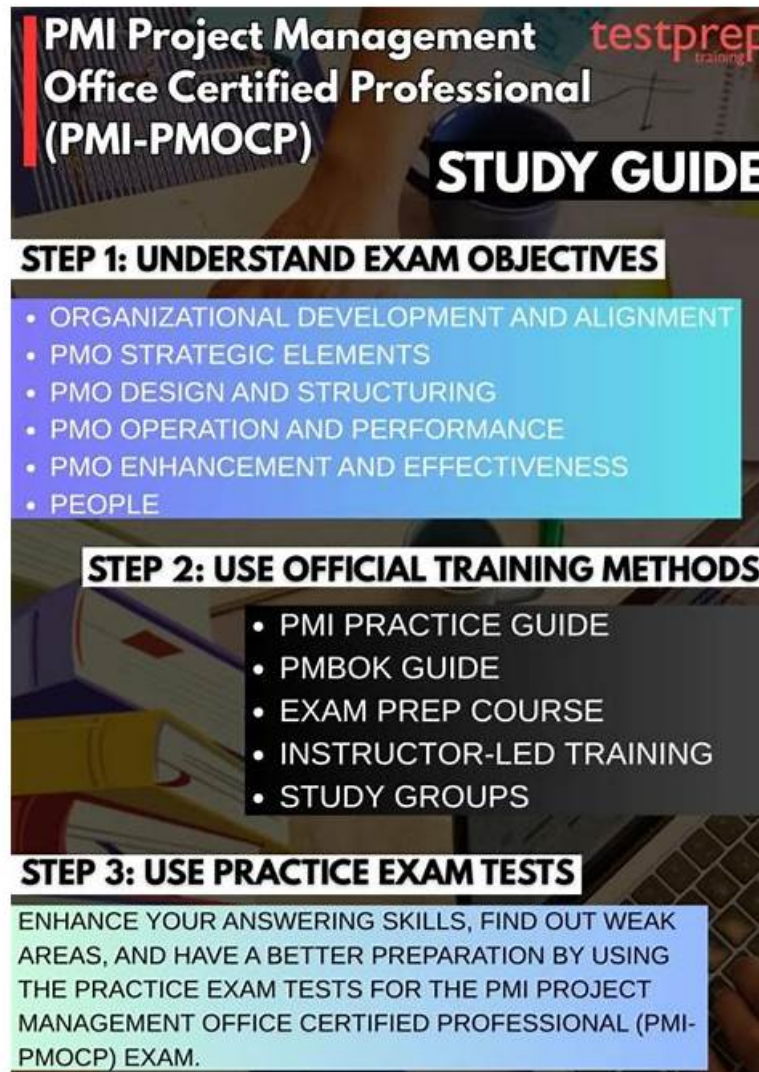


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PMI PMI-PMOCP Exam Syllabus Topics:

Section	Weight	Objectives
PMO Operations and Performance	15%	- Monitor, measure, and report PMO performance and value - Manage tools, technology, and knowledge management systems - Implement and manage PMO services and processes - Ensure compliance and consistency across projects

PMO Design and Structuring	18%	- Define roles, responsibilities, and resource requirements - Determine PMO scope, functions, and service portfolio - Design processes, standards, and methodologies - Select appropriate PMO model and structure
People	15%	- Foster collaboration and effective communication - Develop and lead PMO teams and talent - Build competencies and professional development - Apply leadership and emotional intelligence
PMO Enhancement and Effectiveness	18%	- Optimize PMO value and strategic contribution - Drive innovation and adoption of best practices - Manage change and organizational transformation - Continuously assess and improve PMO performance
Organizational Development and Alignment	16%	- Develop organizational capability frameworks - Align PMO with organizational strategy and goals - Elevate organizational project management maturity - Foster a value-driven organizational culture
PMO Strategic Elements	18%	- Define value measurement and communication strategies - Define PMO vision, mission, and strategic objectives - Develop PMO strategy and implementation roadmap - Establish governance and stakeholder engagement models

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PMI Project Management Office Certified Professional Sample Questions (Q103-Q108):

NEW QUESTION # 103

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. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.**
- B. Interview executive leadership, understand their expectations, and generalize the findings as they are the main decision makers.
- C. 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.
- D. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.

Answer: A

Explanation:

When facing a large and diverse customer base that exceeds capacity, the PMO professional should categorize customers based on power, interest, and other characteristics. This segmentation allows for tailored communication and service strategies for each group, making customer engagement scalable and efficient.

Interviewing only executives (Option A) or certain management levels (Option C) ignores the broader stakeholder landscape.

Developing a catalog solely based on portfolio or project managers' needs (Option D) may miss wider customer expectations.

PMI-PMOCP Strategic Alignment stresses segmentation as key to effective service development and stakeholder engagement.

References:

NEW QUESTION # 104

An organization is forming a PMO. The team responsible for running the PMO is being recruited; it includes a mix of people from internal departments and external resources. One of the team members hired to work on the PMO has a lack of experience in certain services of the PMO that will be included in their assignment.

What should the PMO professional do?

- A. Provide a self-training plan so that the new team member can study PMO theory at their own pace.
- **B. Assign an experienced member from the PMO to mentor the less-experienced team member.**
- C. Assign a team from the PMO to train the new member to enhance their performance.
- D. Provide intensive training on the functional departments of the company and their particularities.

Answer: B

Explanation:

Assigning a mentor from the PMO to the less-experienced team member accelerates learning, provides ongoing guidance, and enhances integration. PMI-PMOCP highlights mentoring as a best practice for knowledge transfer and skill development, especially in complex, service-oriented PMOs.

Intensive training (option A) and team-based training (option D) are valuable but mentoring provides continuous, personalized support. Self-study (option C) lacks real-time feedback and interaction.

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

NEW QUESTION # 105

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

Answer: B

Explanation:

When expanding PMO services, the first step is to engage with PMO customers to understand their needs and expectations. PMI-PMOCP stresses that customer-centric service design ensures relevance, adoption, and value delivery. By identifying and analyzing needs, the PMO can tailor its approach to prioritization and reporting effectively.

Options B, C, and D are subsequent actions that rely on understanding customer requirements first to be effective.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Service Delivery and Customer Engagement.

NEW QUESTION # 106

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

next steps.

- D. Ask the PMO manager to meet with the CFO and rework the content of the periodical reports.

Answer: A

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:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Alignment and Capability Sections PMI PMO Value Ring, Continuous Improvement and Stakeholder Alignment

NEW QUESTION # 107

After which event should a PMO professional expect the PMO mandate to be reviewed?

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

Answer: C

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 mandate to 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-PMOCP Exam 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 # 108

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