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PMI Project Management Office Certified Professional Sample Questions (Q74-Q79):

NEW QUESTION # 74

A PMO professional is establishing a new PMO and needs to determine the optimal team composition to effectively deliver the planned PMO services. The PMO professional needs to consider both the number of team members required and the necessary skills and competencies to ensure successful PMO operation.

What should the PMO professional focus on to achieve this goal?

- A. Adopt a competency model that addresses the capabilities needed and then assess the number of potential team members against that model.
- B. Conduct a benchmarking study to analyze the team structures and competency profiles of successful PMOs in other organizations.

- C. Implement a phased approach, starting with a small core team and gradually expanding as the PMO's responsibilities and workload increase.
- D. Perform a workload analysis to estimate the effort required for each PMO function and determine the corresponding headcount needs.

Answer: A

Explanation:

To ensure the PMO team is optimally composed, the PMO professional should adopt a competency model that defines the skills and capabilities required for each PMO function, then assess and recruit team members against this model. PMI-PMOCP stresses competency-based staffing to align capabilities with service delivery requirements effectively.

Workload analysis (option B) supports headcount determination but does not ensure the right skills. Phased approaches (option A) and benchmarking (option D) are useful but secondary to establishing required competencies upfront.

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

NEW QUESTION # 75

A PMO was recently established to support the organization's new strategy following a global restructuring process. Which two actions should the PMO leader take to effectively identify the expectations of PMO customers?

(Choose 2)

- A. Review existing PMO guidelines and processes to ensure alignment with assumed customers' needs.
- B. Analyze past performance reports of the company's projects to create a catalog of services for the PMO.
- C. Conduct one-on-one interviews with C-suite executives to understand their strategic goals and how the PMO can support achieving them.
- D. Survey all employees to gather general feedback on the PMO's role and impact on the organization.
- E. Establish a feedback loop with PMO customers to continuously gather insights on how the PMO can better support their needs.

Answer: C,E

Explanation:

Effectively identifying PMO customer expectations requires direct engagement with key stakeholders.

Establishing continuous feedback loops (Option C) promotes ongoing communication and responsiveness.

Conducting one-on-one interviews with executives (Option D) ensures strategic alignment and understanding of top-level goals.

Reviewing guidelines or past reports (Options A and B) provides context but does not substitute for direct stakeholder input.

Surveying all employees (Option E) is broad and less focused on PMO customers.

PMI-PMOCP Governance emphasizes stakeholder engagement and feedback as foundational for service alignment.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

NEW QUESTION # 76

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. 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.
- B. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.
- 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 facilitates 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 # 77

A mature enterprise PMO unit in a large, diversified holding is now supporting a new business unit as a result of an organizational transformation. The director of this unit expresses doubts on the value and benefits of PMO support during the annual budgeting process.

How should the PMO professional articulate the PMO's value and get buy-in from this stakeholder for the PMO services?

- A. Build the relationship from the bottom up by inviting middle management of the new business to an internal PMO event.
- B. Ask existing PMO accounts to provide the director with short video testimonials highlighting how they like the PMO.
- C. Involve the PMO sponsor in the next budgeting session to reinforce the PMO's position.
- **D. Understand the director's doubts and extend an invitation to present project case studies and PMO success stories.**

Answer: D

Explanation:

Understanding stakeholder concerns and presenting relevant project case studies and PMO success stories is an effective way to demonstrate tangible value and build trust. PMI-PMOCP advises tailoring communication to address specific doubts and using evidence-based examples to secure buy-in.

Bottom-up relationship-building (option A), testimonials (option C), and sponsor involvement (option D) support engagement but are less direct in addressing expressed doubts.

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

NEW QUESTION # 78

A multinational company seeks to establish and maintain strong governance for its PMO to ensure efficient service delivery, accountability, and alignment with organizational goals.

What is the most critical action the PMO professional should take when establishing PMO governance to ensure the PMO operates effectively?

- **A. Develop a flexible PMO governance framework tailored to the PMO's unique functions and services, ensuring it can adapt to changing organizational needs while maintaining control and oversight.**
- B. Focus on increasing the number of governance meetings and reporting cycles to ensure PMO activities are constantly monitored and adjusted as necessary.
- C. Implement standardized governance processes that apply equally to all departments, ensuring that every aspect of PMO operations is controlled and monitored with strict procedures.
- D. Rely on the existing successful project governance processes within the organization so that the PMO services will align naturally with them.

Answer: A

Explanation:

Effective PMO governance requires a tailored and flexible governance framework that balances control with adaptability. PMI-PMOCP stresses that governance must reflect the PMO's specific roles, services, and organizational context, enabling it to evolve with changing needs while providing appropriate oversight.

Relying solely on existing governance (option B) or focusing on frequency of meetings (option C) may not address unique PMO requirements. Strict standardized processes (option D) risk rigidity that can hinder responsiveness.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-

NEW QUESTION # 79

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Baruch College The City University of New York) majoring in Operations PMI-PMOCP Research, He is a Fellow of the American Association for Artificial Intelligence and the Association for Computing Machinery.

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