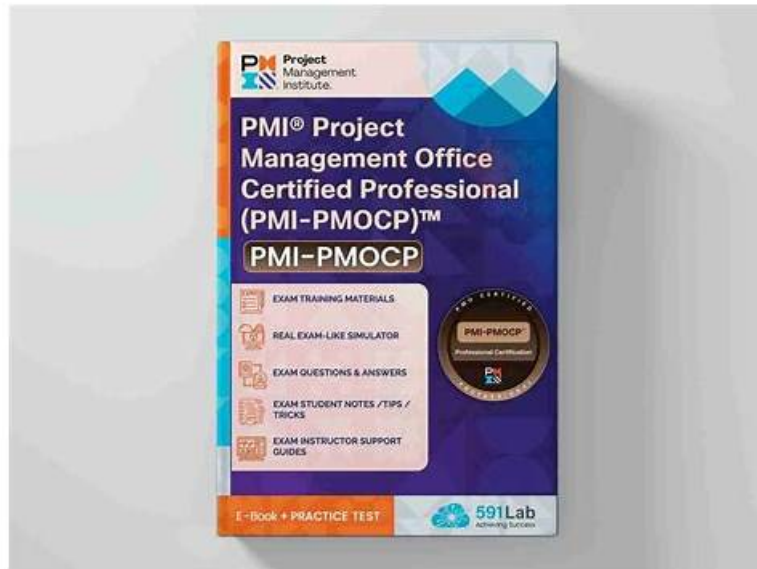


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PMI Project Management Office Certified Professional Sample Questions (Q77-Q82):

NEW QUESTION # 77

A manufacturing company is in the process of establishing its PMO, and the PMO professional leading it recognizes that securing executive sponsorship and ongoing support is crucial for the PMO's success and mandate.

How should the PMO professional effectively secure and maintain executive sponsorship for the PMO?

- A. Ensure the PMO follows the newest PMO models, providing a comprehensive set of strategic services that should be implemented to guarantee long-term success and gain executive sponsorship.
- B. Emphasize that the PMO is using recommended best practices and frameworks, showcasing its operational excellence to

- win executive support.
- **C. Align the PMO's objectives and services with the company's strategic goals and focus on delivering quick wins to ensure initial attention and support.**
- D. Rely on the company's leadership to naturally recognize the PMO's value over time without needing to actively seek out sponsorship or support, assuming the results will speak for themselves.

Answer: C

Explanation:

Securing and maintaining executive sponsorship requires the PMO to be strategically aligned with the organization's goals and to demonstrate tangible value quickly. Aligning objectives and services with strategic priorities ensures relevance and builds credibility with executives. Delivering quick wins fosters trust and reinforces the PMO's positive impact.

Passive reliance on leadership recognition (Option A) risks neglect. Emphasizing best practices alone (Option B) without alignment or demonstrated value is insufficient. Implementing comprehensive models (Option D) may overwhelm resources and delay results. PMI-PMOCP stresses that executive engagement is strengthened through strategic alignment and early value delivery.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Executive Sponsorship PMI PMO Value Ring, Strategic Alignment and Value Delivery

NEW QUESTION # 78

A PMO professional is providing strategic guidance to executives and has been tasked with advising the executives on various aspects of the organization's projects to drive success.

Which two tasks are within the scope of the advisory role for a PMO professional? (Choose 2)

- A. Project manager job descriptions.
- **B. Project management methodologies.**
- **C. Company data and security policy.**
- D. Project manager salary benchmarking data.

Answer: B,C

Explanation:

Advisory tasks typically include guidance on project management methodologies (B) and organizational policies such as data and security (D), ensuring project alignment with best practices and compliance requirements. PMI-PMOCP highlights these areas as central to the PMO's strategic advisory role.

Salary data (A) and job descriptions (C) are generally HR responsibilities outside PMO advisory scope.

Reference: PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Advisory Roles.

NEW QUESTION # 79

The executive team is concerned with the performance of a PMO. Some customers have complained that service delivery is inconsistent.

What should the PMO professional do first to address these concerns?

- **A. Meet with customers and check if a reassessment of expectations is needed.**
- B. Present the PMO's benefits realized to the executive team and customers.
- C. Increase the number of PMO services offered to its customers.
- D. Review the service quality metrics for customers regularly to drive consistency.

Answer: A

Explanation:

To address concerns about inconsistency, the first step is to engage customers to verify their expectations and determine if misalignment exists. This dialogue clarifies service gaps and identifies improvement opportunities.

Presenting benefits (Option B) or reviewing metrics (Option C) are useful but may miss the root cause if expectations differ.

Increasing services (Option D) can worsen inconsistency.

PMI-PMOCP Governance emphasizes stakeholder engagement as a first response to service quality concerns.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

NEW QUESTION # 80

A newly hired PMO professional works within the PMO and supports a large enterprise program. This professional is expected to guide junior PMO team members but faces difficulties with team management and collaboration. How should the PMO leader best support the PMO professional in overcoming these challenges?

- A. Offer personalized coaching with a focus on leadership skills.
- B. Arrange regular knowledge-sharing sessions in the PMO community.
- C. Mentor the team member to help build their confidence.
- D. Organize an all-hands meeting for the PMO team to discuss their challenges.

Answer: A

Explanation:

Personalized coaching focusing on developing leadership skills is the best support to help the PMO professional overcome management and collaboration challenges. Coaching addresses individual development needs in a targeted manner.

Mentoring (Option A) is helpful but broader coaching better addresses leadership competencies. All-hands meetings (Option B) or knowledge-sharing sessions (Option D) are supportive but less personalized.

PMI-PMOCP Lifecycle Management promotes leadership development as essential for PMO team effectiveness.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Leadership Development

NEW QUESTION # 81

Over the past 5 years, the enterprise PMO (EPMO) has grown and consistently exceeds expectations. It receives excellent customer feedback, with customers regularly sharing their successes across the organization, increasing the PMO's influence. The CEO has tasked the PMO professional with advancing the organization's digital transformation in project management to the next level.

How should the PMO professional elevate the digital transformation culture in project management?

- A. Conduct a benchmark analysis to identify emerging digital technologies.
- B. Analyze the needs of different PMO customers to understand which digital solutions could be required.
- C. Identify the most engaged PMO customers and invite them to experiment with new digital initiatives.
- D. Prepare a roadmap of new digital initiatives to be implemented in the upcoming years.

Answer: C

Explanation:

Driving digital transformation effectively starts with engaging the most engaged customers to pilot and experiment with new digital initiatives, creating early success stories and advocates. This approach helps build momentum, gathers practical feedback, and drives adoption.

Benchmarking (Option B), needs analysis (Option C), and roadmapping (Option D) are important but typically follow the initial experimental phase.

PMI-PMOCP Strategic Alignment emphasizes customer engagement and incremental innovation to foster transformation culture.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Innovation and Digital Transformation PMI PMO Value Ring, Digital Enablement

NEW QUESTION # 82

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