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PMI Project Management Office Certified Professional Sample Questions (Q69-Q74):

NEW QUESTION # 69

A newly appointed PMO professional received a mandate for setting up a PMO in an organization operating in the energy sector, with a main objective of improving project delivery.
What should the PMO professional do first?

- A. Assess the current state of organizational project management maturity and identify gaps.
- B. Create a plan for the PMO that aligns with the organizational goals.
- C. Develop a PMO charter that includes its purpose, objectives, and key services.
- D. Create policies and procedures that oversee organizational project management processes.

Answer: A

Explanation:

When establishing a new PMO, the foundational step is to assess the current maturity of organizational project management practices. PMI-PMOCP stresses that understanding the existing capabilities and gaps enables the PMO professional to develop tailored interventions and set realistic objectives.

This maturity assessment informs the design of the PMO charter, processes, and plans, ensuring they are relevant and aligned with organizational needs. Creating policies or plans without this understanding risks misalignment and inefficiency. The maturity assessment also supports stakeholder engagement by providing an objective baseline from which to measure progress.

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

NEW QUESTION # 70

A construction company is undertaking a large-scale infrastructure project to build a new highway network connecting major cities. The project involves multiple phases, including planning, design, construction, and maintenance. A PMO professional has been tasked with supporting the project manager to ensure the successful completion of the project.

What should the PMO professional do to help the project manager overcome the challenges with this project?

- A. Implement firm project management methodologies and processes to standardize project execution and control.
- B. Assign additional resources to projects based on project managers' requests to alleviate workload pressures.
- C. Minimize communication with the project manager to avoid micromanagement and encourage autonomy.
- **D. Assess the needs of the project manager as a PMO customer in the project to define a valuable set of PMO services to offer.**

Answer: D

Explanation:

The role of the PMO professional, as defined in the PMI Project Management Office Certified Professional (PMI-PMOCP) framework, is primarily to act as a strategic partner and customer-centric service provider to the project manager and the project team. To effectively support the project manager, the PMO professional must first assess and understand the specific needs and challenges faced by the project manager. This assessment allows the PMO to tailor and offer the most relevant and valuable PMO services—whether that involves governance support, resource management, reporting, risk facilitation, or process guidance. Simply assigning resources or enforcing rigid methodologies without this needs analysis may not effectively address the unique challenges of the project or the project manager's current context. Furthermore, reducing communication contradicts the PMO's function to enhance collaboration and provide timely assistance.

According to PMI-PMOCP guidance (PMI, 2021), successful PMO engagement is rooted in understanding the "customer" (project manager) and delivering value-added services aligned with project needs and organizational objectives. This customer-centric approach strengthens governance, optimizes resource utilization, and enhances project delivery success across complex, multi-phased projects like large infrastructure developments.

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

NEW QUESTION # 71

A PMO professional is overseeing multiple customer care projects within a mid-sized company. The project sponsors, the chief of operations and the chief of customer success, have demanding schedules and are often occupied with other responsibilities.

How should the PMO professional ensure effective communication with these key stakeholders?

- A. Reach out to them only when critical issues arise in order to avoid adding to their workload unnecessarily.
- B. Engage with them primarily at the project's key phase gate reviews, ensuring their presence during all critical life cycle transitions.
- C. Include them in the project's weekly team meetings to ensure they are continuously updated on the project's progress and aware of any emerging challenges.
- **D. Collaborate with them during early planning to establish a clear communications management plan, including defined reporting and escalation procedures.**

Answer: D

Explanation:

Effective communication with busy executives requires early collaboration to define a communications management plan that specifies what information they need, how frequently, and through what channels.

This ensures communications are purposeful, efficient, and aligned with stakeholder preferences, minimizing unnecessary

interruptions.

Engaging only at phase gates (Option A) or weekly meetings (Option C) may not match stakeholder availability or information needs. Contacting only for critical issues (Option D) risks missing opportunities for proactive engagement.

PMI-PMOCP Governance principles emphasize tailoring communication strategies through early planning and stakeholder collaboration.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Communication Management PMI PMO Value Ring, Stakeholder Communication

NEW QUESTION # 72

The PMO at an expanding healthcare organization has been tasked with enhancing the organization's project management practices to achieve higher efficiency and better outcomes. To achieve this, the first step is to perform a gap analysis to evaluate the current state of project management maturity. This analysis will help PMO understand the existing capabilities, identify gaps compared to industry standards, and highlight areas needing improvement. Based on the results, the aim is to create a targeted improvement plan to elevate the organization's project management maturity level.

What is the primary purpose of conducting a gap analysis in the context of evaluating and progressing organizational project management capability?

- A. To benchmark project performance and maturity levels against other organizations in the same industry.
- **B. To identify gaps between current project management practices and desired maturity levels, and develop targeted improvement plans.**
- C. To reassign project managers based on their individual skill sets, maturity, and performance levels.
- D. To justify the need for additional project management software tools that conduct gap analysis and maturity levels.

Answer: B

Explanation:

Gap analysis is a foundational strategic alignment tool within PMO practice. According to the PMI-PMOCP framework, the purpose of gap analysis is to compare the organization's current project management maturity and capabilities against desired or industry-standard maturity models. This comparison identifies specific deficiencies or gaps in processes, skills, tools, or governance. The output of the gap analysis informs a targeted improvement plan designed to address these gaps effectively, thereby progressing the organization's maturity in a structured and measurable manner. This aligns project management capabilities with organizational strategy and goals, ensuring the PMO delivers greater value and effectiveness.

The exercise is not primarily focused on acquiring new software (option A), benchmarking (option C), or reassigning personnel (option D), although these may be byproducts or related activities. The core intent is the identification of improvement areas to create a roadmap for advancing project management maturity, which leads to better project outcomes and strategic alignment. Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Organizational Maturity and Strategic Alignment.

NEW QUESTION # 73

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. 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.**
- B. Emphasize that the PMO is using recommended best practices and frameworks, showcasing its operational excellence to win executive support.
- C. 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.
- 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: A

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 # 74

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