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PMI Project Management Office Certified Professional Sample Questions (Q32-Q37):

NEW QUESTION # 32

The chief strategy officer and the PMO professional are working on the strategic plan while defining the long- term strategic vision of a rapidly growing startup. They are setting the strategic goals and developing action plans.

What should be the PMO professional's primary focus to help ensure alignment to these strategic goals?

- A. Help prioritize projects based on their contributions to overall strategy and work to ensure that high- impact projects get the needed resources.
- B. Help to obtain the project managers' feedback on the action plan to ensure continuous improvement and refinement of the objectives.
- C. Help senior management track project and program progress with predefined key performance indicators (KPIs).
- D. Help prioritize customer projects with the biggest monetary value and the highest impact on customer satisfaction.

Answer: A

Explanation:

The PMO professional's primary role in strategic alignment is to prioritize projects based on their strategic contribution and ensure that high-impact projects receive sufficient resources. This prioritization maximizes organizational value and supports strategic goal achievement.

Tracking KPIs (Option B), prioritizing customer projects by monetary value (Option C), and gathering project managers' feedback (Option D) are supportive but secondary activities.

PMI-PMOCP Strategic Alignment stresses effective prioritization as critical to strategy execution.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Prioritization

PMI PMO Value Ring, Strategy Execution

NEW QUESTION # 33

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

Answer: C

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

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

NEW QUESTION # 34

A food industry company recently acquired a new company. To ensure a quick integration, several project managers are assigned to combine the product portfolios. The PMO for the integration program was informed by the project managers that they encountered a regulatory compliance change regarding several products manufactured by the acquired company. This is having a significant impact on the ongoing product portfolio integration.

Which actions should the PMO professional take to support the quick adaptation to these changes in the future?

- A. Develop a training for the project managers with the regulatory department that emphasizes the importance of complying with regulatory requirements.
- B. Standardize all project management processes to ensure uniformity across all product portfolio integration projects.
- C. Schedule a regular touchpoint between the project managers and the regulatory experts for the adjustment of project plans to incorporate changes in regulatory requirements or market conditions.
- D. Review the issue with the project managers and make sure they are capturing problems in the lessons learned register so that information can be leveraged for similar future projects.

Answer: C

Explanation:

To manage ongoing and future regulatory changes efficiently, the PMO professional should establish regular communication channels between project managers and regulatory experts. PMI-PMOCP highlights the importance of proactive collaboration to identify, interpret, and incorporate regulatory changes quickly into project plans, minimizing disruptions.

Capturing lessons learned (option A) is useful but reactive. Standardizing processes (option C) and providing training (option D) are important but do not replace real-time regulatory engagement critical for timely adaptation.

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

NEW QUESTION # 35

The project sponsor and the manufacturing director of a PMO-managed project have different opinions about the development of a new order-tracking system.

What should the PMO professional do to avoid this situation in the future?

- **A. Involve key stakeholders to ensure that requirements are not overlooked.**
- B. Ensure that the project sponsor has approved the requirements.
- C. Advise executives to complete a roles and responsibility matrix in the project planning.
- D. Develop an effective project scope and change control process during project planning.

Answer: A

Explanation:

Conflicting opinions among key stakeholders typically arise when stakeholders are not effectively engaged during requirements gathering and project planning. Involving all key stakeholders early (Option B) helps ensure comprehensive requirements, reduces misunderstandings, and fosters alignment.

While scope and change control processes (Option A) are necessary, they do not replace stakeholder engagement. Roles matrices (Option C) and approvals (Option D) support governance but do not proactively prevent requirements misalignment.

PMI-PMOCP Governance practices highlight early stakeholder involvement as a key success factor.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

NEW QUESTION # 36

A pharmaceutical company operates an enterprise PMO (EPMO) that provides different types of services to several different PMO customers. The PMO leader wants to ensure that the service offerings of the EPMO are catering to the needs of its diverse PMO customers and delivering maximum value.

What should the PMO lead do?

- A. Offer a standard set of services to all customers, ensuring consistency and reliability across the board.
- B. Update all EPMO service offerings regularly to reflect the latest industry trends and technological advancements.
- **C. Segment the customers based on common characteristics and develop services adapted for the specific needs of each segment.**
- D. Prioritize the needs of their largest customer group and design the EPMO services primarily around them.

Answer: C

Explanation:

Segmenting customers based on shared characteristics (Option D) allows the PMO to tailor services to distinct needs, increasing relevance and value for diverse groups.

Prioritizing only the largest group (Option A) or offering standard services (Option B) may ignore other segments' needs. Regular updates to services (Option C) are useful but must be combined with segmentation to be effective.

PMI-PMOCP Strategic Alignment encourages customer segmentation and targeted service design for maximum impact.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

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

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