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PMI Project Management Office Certified Professional PMI-PMOCP Prüfungsfragen mit Lösungen (Q76-Q81):

76. Frage

The board of directors wants to oversee the company's strategic portfolio of capital projects. The PMO will support the portfolio management.

What should the PMO professional do to ensure that the portfolio's alignment to strategy meets the executives' expectations?

- A. Implement a portfolio management software for tracking progress.
- B. Establish a benefits realization process to ensure aligned business outcomes.
- C. Develop a feedback loop so executives can provide their perceptions of service outcomes.
- **D. Define the proper portfolio alignment to the company's strategy.**

Antwort: D

Begründung:

Ensuring portfolio alignment starts with defining what strategic alignment means for the company and portfolio. This definition sets the criteria and expectations for how projects and programs contribute to strategic objectives.

Benefits realization (Option B), tracking software (Option C), and feedback mechanisms (Option D) support alignment but are secondary steps that depend on a clear, agreed-upon definition.

PMI-PMOCP Strategic Alignment domain stresses the importance of explicit alignment frameworks to guide portfolio decisions.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Strategic Alignment PMI PMO Value Ring, Strategic Portfolio Management

77. Frage

A PMO professional is responsible for a team of project managers who lead projects for the business departments. A business manager has mentioned to the PMO professional that one of the project managers assigned to them is very set in their ways, which is causing friction among the project team members.

How should the PMO professional respond to this feedback?

- A. Assign a different project manager to this project, as keeping the business department happy is paramount to PMO success.
- **B. Talk with the respective project team members about specific examples of situations that caused issues within the project team.**
- C. Instruct the PMO team members to be more sensitive to how the other project team members work.
- D. Ask the project manager to explain the challenges of working with the other project team members.

Antwort: B

Begründung:

To address interpersonal conflicts, the PMO professional should engage directly with the team members involved to discuss specific issues and seek constructive resolutions. PMI-PMOCP encourages open communication and conflict resolution within project teams to improve collaboration and performance.

Reassigning project managers (option A) is a last resort, and instructing sensitivity (option B) or seeking the project manager's perspective alone (option D) may not fully capture the situation or foster resolution.

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

78. Frage

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

Antwort: A

Begründung:

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

79. Frage

A PMO has been working for the past 3 years and generates moderate perceived value for senior management. The company's senior management is concerned with the lack of direction and the reactive working style that the PMO follows. How should the PMO professional work with senior management to increase the PMO's perceived value?

- A. Create regular touch points with senior management to review and evolve the PMO's strategic roadmap.
- B. Ask the project managers to provide a performance report to senior management.
- C. Collect senior management's concerns regularly and address them with the project managers.
- D. Provide training and project competency development to project managers.

Antwort: A

Begründung:

Increasing the PMO's perceived value requires active collaboration with senior management to co-create and evolve a strategic roadmap for the PMO. Creating regular touch points (Option B) ensures ongoing alignment of PMO activities with executive priorities, enables proactive adjustment to changing needs, and fosters trust and engagement.

Simply collecting concerns without structured strategic reviews (Option A) is reactive and less effective.

Training project managers (Option C) and requesting performance reports (Option D) contribute to execution but do not address the strategic direction or perception issue at the senior level.

PMI-PMOCP highlights the importance of strategic engagement and transparent communication to enhance the PMO's role and value.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

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

80. Frage

A PMO professional is tasked with ensuring the organization's competency framework stays relevant to evolving industry trends and internal strategic needs. Which approach should the PMO professional take to achieve this?

- A. Conduct a one-time assessment of the competency framework and plan to update it every 5 years based on industry trends.
- B. Regularly assess and update the competency framework to align with evolving industry trends and organizational requirements, ensuring its relevancy.
- C. Engage external consultants to periodically review and recommend updates to the competency framework when major industry changes occur.
- D. Rely primarily on feedback from internal stakeholders to update the competency framework according to current organizational challenges.

Antwort: B

Begründung:

The Lifecycle Management domain emphasizes continuous assessment and adaptation of organizational frameworks to maintain alignment with evolving internal and external contexts. Regularly reviewing and updating the competency framework (Option B) ensures it remains relevant to industry changes and strategic shifts.

Relying only on internal feedback (Option A) may miss external market or technological trends. A one-time or infrequent update (Option C) risks the framework becoming obsolete. Relying solely on external consultants (Option D) may lack continuous engagement and ownership.

PMI guidance promotes an iterative, proactive approach to competency management, integrating multiple data sources for ongoing relevance.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Capability Development Sections PMI PMO Value Ring, Talent and Competency Management

81. Frage

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