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

NEW QUESTION # 74
After which event should a PMO professional expect the PMO mandate to be reviewed?

- A. When the PMO delivers value that exceeds customer expectations
- B. When new qualifications are gained by PMO team members
- C. When the PMO maturity score increases
- D. When the PMO expands its scope to include new services

Answer: D

Explanation:
The PMO mandate is a formal document that defines the purpose, authority, and scope of the PMO.

According to PMI-PMOCP principles, any significant change in the PMO's scope or services triggers a review of the mandate to ensure it remains relevant and aligned with organizational needs. Expanding the PMO's scope (Option A) necessitates updating the mandate to reflect new responsibilities, authority, and expectations.

Increasing maturity scores, delivering exceptional value, or staff gaining new qualifications (Options B, C, and D) are positive indicators but do not in themselves require revisiting the mandate.

Regular mandate reviews help maintain clarity, authority, and stakeholder alignment, which are critical governance elements emphasized by PMI.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), PMO Mandate and Governance Sections PMI PMO Value Ring, Governance and Scope Management

NEW QUESTION # 75

A PMO has been thriving within the organization for the past 3 years. A new PMO professional has been appointed to lead the PMO and is expected to sustain its success.

What should the PMO professional do first?

- A. Analyze the performance metrics of current services and the value generated by the PMO.
- B. Keep the current PMO services and improve their maturity when applicable.
- C. Realign the current PMO services to the organizational strategy and goals.
- D. Collect expectations of PMO customers and make necessary PMO services adjustments.

Answer: A

Explanation:

Before making changes or adjustments, the PMO professional should analyze existing performance data and value delivered to understand what is working well and where improvements are needed. This data-driven approach helps sustain success by building on strengths and addressing gaps with evidence.

While collecting expectations (Option B), maturing services (Option C), and realigning strategy (Option D) are important, they come after understanding current performance.

PMI-PMOCP Strategic Alignment underscores baseline analysis as the starting point for sustaining and improving PMO value.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Performance Measurement PMI PMO Value Ring, Value Realization

NEW QUESTION # 76

A PMO professional for an engineering company was contacted by a newly hired project manager who wanted to submit an urgent change request to reset the baseline for the project schedule. The project manager did not understand the process for submitting such a request. Because this project is critical for the company, any delays might put the project at risk.

What should the PMO professional do?

- A. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.
- B. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.
- C. Ensure that the project manager attends the required training that will provide more information about the change management process.
- D. Support the project manager in creating the change request and guide the project manager through its submission and approval.

Answer: D

Explanation:

In the context of the PMI-PMOCP Governance domain, one of the critical functions of the PMO professional is to provide proactive support and guidance to project managers, especially when urgent changes are needed in critical projects. Although organizational process assets (OPAs) and governance models provide important frameworks and tools, the PMO's role extends beyond simply pointing to these resources. The PMO professional should actively assist the project manager in preparing the change request to ensure it is correctly documented and aligned with organizational standards, reducing risk and delays.

According to PMI's PMO practice guides and the PMI-PMOCPexam content outline, the Governance domain emphasizesoversight, adherence to processes, and facilitation. Helping the project manager navigate the change management process embodies good governance and improves project outcomes. This approach supports organizational strategy by enabling timely decision-making and maintaining project control.

Furthermore, while training is important, it is not an immediate solution for urgent requests. Telling the project manager to self-serve through OPAs (Option A) or simply directing them to follow governance models (Option B) without hands-on assistance risks delays and misunderstandings, particularly for new PMs.

References:

PMI-PMOCPExam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Chapter on Change Management PMI PMO Value Ring and Practice Guides, Governance and Support Processes

NEW QUESTION # 77

A PMO professional leading a global PMO wants to ensure that the PMO's services continue to evolve and deliver value to customers.

Which approach best supports the PMO professional in achieving this goal?

- A. Establish regular communication channels with PMO customers to understand their evolving needs.
- B. Adopt the latest project management methodologies, including training for project managers.
- C. Implement a continuous improvement process to regularly update the PMO methodologies.
- D. Benchmark the PMO's performance against other PMOs in the industry to ensure continuous improvement.

Answer: A

Explanation:

Establishingregular communication channels with PMO customersensures ongoing feedback and insight into evolving needs, allowing the PMO to adapt its services effectively. PMI-PMOCP emphasizes stakeholder engagement as critical to sustaining PMO relevance and value delivery.

While continuous improvement (option A), methodology updates (option C), and benchmarking (option D) are useful, direct communication with customers is foundational for identifying what improvements are necessary.

Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Customer Engagement and Continuous Improvement.

NEW QUESTION # 78

A PMO professional has been tasked with architecting a long-term PMO strategy to ensure value delivery to its customers over time. Some PMO services will generate immediately perceptible outcomes, while others may only show tangible benefits in the medium or long term. Additionally, PMO customer perceptions of value are expected to evolve as organizational priorities shift.

Which approach should the PMO professional take to establish a value-driven PMO strategy that remains relevant over time?

- A. Develop a fixed portfolio of services, ensuring that all services are delivered consistently without adjustments, regardless of changes in PMO customer needs over time.
- B. Focus only on services that deliver immediate, short-term outcomes to quickly demonstrate the PMO's value to PMO customers.
- C. Establish a value journey by prioritizing services that can generate short-term wins while planning for mid- and long-term outcomes, and regularly reassess PMO customer perceptions of value.
- D. Concentrate on long-term services that deliver significant value after several years, ignoring immediate outcomes to avoid distractions from larger goals.

Answer: C

Explanation:

The best approach is tocreate a balanced value journeythat prioritizes early, visible wins while planning for longer-term outcomes. Regularly reassessing customer perceptions ensures the strategy evolves with shifting organizational priorities.

Focusing only on long-term (Option A) or short-term (Option C) outcomes risks missing critical value opportunities. A fixed service portfolio (Option D) ignores evolving customer needs.

PMI-PMOCP Strategic Alignment highlights adaptive, phased value delivery as a best practice.

References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Planning PMI PMO Value Ring, Value Delivery

NEW QUESTION # 79

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