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PMI Project Management Office Certified Professional Sample Questions (Q73-Q78):

NEW QUESTION # 73

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. Collect expectations of PMO customers and make necessary PMO services adjustments.
- C. Keep the current PMO services and improve their maturity when applicable.
- D. Realign the current PMO services to the organizational strategy and goals.

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 # 74

A company decided to expand its PMO services to include strategic alignment and to participate in strategic planning. The company tasked a PMO professional with developing a framework to ensure the new services are properly planned, implemented, and governed.

Which action should the PMO professional take to develop the requested framework?

- A. Conduct regular project audits and reviews.
- B. Check compliance requirements for strategic planning.
- C. Implement strategic project portfolio management.
- D. Understand the stakeholders' expectations clearly.

Answer: D

Explanation:

Developing a framework to expand PMO services, particularly in strategic alignment and planning, begins with understanding stakeholder expectations thoroughly. The PMI-PMOCP framework stresses the criticality of engaging stakeholders early to gather insights about their goals, concerns, and desired outcomes. This knowledge forms the foundation for designing a relevant and effective framework that aligns with organizational needs.

While audits, portfolio management, and compliance checks are valuable components, they are subsequent steps that rely on initial stakeholder engagement to define scope and priorities. Without clear understanding and agreement from stakeholders, framework development risks misalignment, resistance, or failure to deliver value.

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

NEW QUESTION # 75

A PMO professional at a large IT company needs to assess the maturity of the PMO.

What should the PMO professional review?

- A. Assess the organization's different maturity models.
- B. Assess the organization's alignment with the culture.
- C. Assess the maturity of each PMO function separately.
- D. Assess the organization's project management maturity.

Answer: D

Explanation:

PMO maturity is closely linked to the overall project management maturity of the organization, reflecting the maturity of processes, tools, and competencies that the PMO supports. Assessing project management maturity provides insights into strengths and gaps impacting the PMO.

While assessing PMO functions (Option C) and cultural alignment (Option B) are important, they are components within broader project management maturity. Reviewing different maturity models (Option A) is less focused.

PMI-PMOCP Lifecycle Management promotes organizational project management maturity as a key metric.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Organizational Project Management (2014)

PMI PMO Value Ring, Maturity and Capability

NEW QUESTION # 76

Which primary strategy should the PMO professional adopt to effectively oversee an organization's portfolio to drive value creation, innovation, and competitive advantage?

- A. Conduct annual audits to assess project performance and compliance.
- B. Check that all projects adhere to strict timelines and budgets.
- C. Suggest that senior leadership modify the strategic objectives and key performance indicators (KPIs).
- **D. Ensure that the projects align with organizational strategic objectives.**

Answer: D

Explanation:

The core purpose of portfolio management within the Strategic Alignment domain is to ensure project investments are aligned with organizational strategic objectives. This alignment drives value creation, supports innovation, and sustains competitive advantage.

While audits (Option A), monitoring timelines and budgets (Option C), and leadership involvement (Option D) are important, the foundational strategy is to maintain strategic alignment so that resources are allocated to initiatives with the greatest impact.

PMI-PMOCP guidelines emphasize strategic alignment as the primary mechanism to maximize portfolio value and organizational success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

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

NEW QUESTION # 77

A multinational company seeks to establish and maintain strong governance for its PMO to ensure efficient service delivery, accountability, and alignment with organizational goals.

What is the most critical action the PMO professional should take when establishing PMO governance to ensure the PMO operates effectively?

- **A. Develop a flexible PMO governance framework tailored to the PMO's unique functions and services, ensuring it can adapt to changing organizational needs while maintaining control and oversight.**
- B. Implement standardized governance processes that apply equally to all departments, ensuring that every aspect of PMO operations is controlled and monitored with strict procedures.
- C. Rely on the existing successful project governance processes within the organization so that the PMO services will align naturally with them.
- D. Focus on increasing the number of governance meetings and reporting cycles to ensure PMO activities are constantly monitored and adjusted as necessary.

Answer: A

Explanation:

Effective PMO governance requires a tailored and flexible governance framework that balances control with adaptability. PMI-PMOCP stresses that governance must reflect the PMO's specific roles, services, and organizational context, enabling it to evolve with changing needs while providing appropriate oversight.

Relying solely on existing governance (option B) or focusing on frequency of meetings (option C) may not address unique PMO requirements. Strict standardized processes (option D) risk rigidity that can hinder responsiveness.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-

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