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## PMI Project Management Office Certified Professional Sample Questions (Q67-Q72):

### NEW QUESTION # 67

The senior management of an organization is unable to cope with an increasing number of projects. The chief operations officer

heard of a very successful PMO in another organization and decided to recruit their PMO leader. The expectations are high for the new PMO leader, and the organization demands they set up a PMO that is as successful as their previous organization's PMO. What is the first thing the PMO leader should do to deliver on this expectation?

- A. Define the appropriate type of PMO for the current organizational context and develop services accordingly.
- B. Analyze the customer expectations and apply their experience from the previous organization as needed.
- C. Benchmark the current services with their previous experience and adjust the services as needed.
- D. Establish the same services based on their experience in the previous organization to guarantee success.

**Answer: A**

Explanation:

Success depends on tailoring the PMO to the specific organizational context, culture, and needs. Defining the type of PMO suitable for the current environment ensures services and governance structures are relevant and effective.

Simply replicating prior services (Option A), benchmarking (Option B), or applying past experience without contextual analysis (Option C) risks misalignment and failure.

PMI-PMOCP Strategic Alignment underscores assessing organizational context as a foundational step for PMO success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), PMO Establishment PMI PMO Value Ring, Organizational Fit

**NEW QUESTION # 68**

The organization's PMO intends to transform its role into an agility-driven PMO.

Which option should the PMO leader take to help the PMO become more agile?

- A. Introduce a collaborative software platform to streamline team communication.
- B. Establish a process for collecting new ideas to improve PMO services for customers.
- C. Collaborate with PMO customers to develop and prioritize a comprehensive product backlog.
- D. Implement the Scrum framework within the agile teams to enhance collaboration.

**Answer: C**

Explanation:

Transforming a PMO into an agility-driven entity requires embracing agile principles of flexibility, responsiveness, and customer collaboration. PMI-PMOCP emphasizes collaborating with customers to develop and prioritize a product backlog as a foundational agile practice. This backlog reflects customer needs, enabling the PMO to deliver incremental value and adapt priorities dynamically. While establishing idea collection (option B), adopting Scrum (option C), and improving communication tools (option D) support agility, the product backlog represents the central mechanism for agile planning and delivery. It aligns the PMO's work with stakeholder priorities and fosters iterative improvement.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Agile Practices in the PMO.

**NEW QUESTION # 69**

A software company hired a PMO professional to establish a new PMO to oversee the performance of its projects and create the required processes. The new PMO professional immediately conducted project management training sessions for all project managers, developed project templates, and regularly conducted project audits. After the PMO had been in service for a year, senior management decided to shut down the PMO due to lack of value generation.

What should the PMO professional have done differently to ensure that the PMO generated the desired value?

- A. Validate and align with senior management's expectations at the beginning of the PMO setup.
- B. Change the frequency of project audits in order to reduce the PMO operating costs.
- C. Conduct the required training on a smaller scale first before delivering the training to all project managers.
- D. Reduce the costs of the PMO in the first year and increase it gradually year over year.

**Answer: A**

Explanation:

A critical early step in establishing a PMO is to validate and align the PMO's purpose, objectives, and services with senior management expectations. PMI-PMOCP emphasizes stakeholder engagement and alignment as foundations for PMO success.

Without this alignment, PMO efforts may miss organizational priorities, resulting in perceived lack of value.

While training and audits are important, their scale and scope should reflect the organization's needs and priorities. Costs and frequency changes (options A and C) are secondary to strategic alignment. Smaller scale training (option B) may help adoption but does not replace the need for clear expectation-setting.

Alignment ensures the PMO delivers relevant services and is recognized as a value driver.

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

### NEW QUESTION # 70

Over the past 5 years, the enterprise PMO (EPMO) has grown and consistently exceeds expectations. It receives excellent customer feedback, with customers regularly sharing their successes across the organization, increasing the PMO's influence. The CEO has tasked the PMO professional with advancing the organization's digital transformation in project management to the next level.

How should the PMO professional elevate the digital transformation culture in project management?

- A. Identify the most engaged PMO customers and invite them to experiment with new digital initiatives.
- B. Prepare a roadmap of new digital initiatives to be implemented in the upcoming years.
- C. Conduct a benchmark analysis to identify emerging digital technologies.
- D. Analyze the needs of different PMO customers to understand which digital solutions could be required.

**Answer: A**

Explanation:

Driving digital transformation effectively starts with engaging the most engaged customers to pilot and experiment with new digital initiatives, creating early success stories and advocates. This approach helps build momentum, gathers practical feedback, and drives adoption.

Benchmarking (Option B), needs analysis (Option C), and roadmapping (Option D) are important but typically follow the initial experimental phase.

PMI-PMOCP Strategic Alignment emphasizes customer engagement and incremental innovation to foster transformation culture.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Innovation and Digital Transformation PMI PMO Value Ring, Digital Enablement

### NEW QUESTION # 71

During the execution phase of the project, the PMO professional notices that a project team is consistently falling behind schedule. Despite the best efforts of the PMO to provide additional resources and support, the team continues to struggle with meeting the deliverables. The PMO professional determines that the root cause of the delays is poor communication among team members. Which two tasks should the PMO professional take? (Choose 2)

- A. Reallocate additional resources from other project teams to compensate for the delays and ensure timely completion.
- B. Implement project management software to facilitate real-time collaboration and communication among team members.
- C. Escalate the issue to senior management and request additional budget for outsourcing certain project tasks to external vendors.
- D. Replace some resources from the project team to make collaboration among the team more efficient.
- E. Provide a series of project management training sessions to improve communication skills and foster better teamwork.

**Answer: B,E**

Explanation:

Addressing poor communication requires a combination of enabling tools and skill development.

Implementing project management software (Option B) provides technological support for real-time collaboration, while targeted training (Option E) builds communication competencies and teamwork culture.

Replacing team members (Option A) may be disruptive and should be a last resort. Adding more resources (Option C) or escalating for outsourcing (Option D) addresses symptoms but not the root cause.

PMI-PMOCP Lifecycle Management stresses the importance of identifying root causes and implementing multifaceted solutions for team performance issues.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

## NEW QUESTION # 72

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