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## PMI Project Management Office Certified Professional Sample Questions (Q58-Q63):

### NEW QUESTION # 58

Three years ago, a large manufacturing company established a PMO to enhance project outcomes across departments. An experienced PMO professional has now been hired as a consultant to assess the PMO's maturity. What should the PMO professional recommend to help improve the PMO's maturity?

- A. Transition the PMO to a value management office (VMO) to increase service maturity and maximize the benefits delivered to PMO customers.
- **B. Conduct a PMO service maturity assessment and develop a comprehensive maturity improvement plan that includes continuous service evaluations.**
- C. Transform the PMO into a project management center of excellence (PMCoE) to ensure the organization consistently applies the most mature practices.
- D. Introduce more strategic services that align with business goals to improve the PMO's maturity.

**Answer: B**

Explanation:

The PMO professional should recommend conducting a detailed maturity assessment followed by a structured improvement plan. This continuous evaluation enables systematic growth and helps prioritize initiatives to increase maturity.

Transitioning to a VMO (Option A), transforming into a PMCoE (Option C), or adding strategic services (Option D) may be parts of the plan but should be guided by assessment results.

PMI-PMOCP Lifecycle Management endorses maturity assessments and continuous improvement as foundational.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Maturity Models PMI PMO Value Ring, Continuous Improvement

### NEW QUESTION # 59

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

**Answer: B**

Explanation:

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.

### NEW QUESTION # 60

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

**Answer: D**

Explanation:

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

### NEW QUESTION # 61

An organization is implementing a new project management methodology. The PMO professional is responsible for establishing governance structures to support the implementation of the new methodology.

What should the PMO professional do to ensure that the new project management methodology will be used within the organization?

- A. Create a project governance board that will be responsible for setting project standards and policies.
- B. Establish a centralized PMO that will be responsible for all aspects of project governance.
- **C. Develop a framework that will define the organization's approach to project governance.**
- D. Implement a project governance software solution that will automate many governance tasks.

**Answer: C**

Explanation:

Establishing a clear project governance framework (Option D) is foundational to embedding a new project management methodology. The framework defines roles, responsibilities, decision-making processes, and compliance expectations, enabling consistent application of the methodology.

While governance software (Option A), centralized PMOs (Option B), and governance boards (Option C) can support governance, they are tools or organizational components rather than the comprehensive approach.

Without a well-defined framework, these components lack guidance.

PMI stresses that a governance framework is the essential structure that supports methodology adoption, compliance, and continuous improvement.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance Frameworks PMI PMO Value Ring, Governance and Methodology Implementation

### NEW QUESTION # 62

The PMO has decided to expand its services by including project prioritization and status reporting to better visualize project execution.

Which action should the PMO professional take next?

- A. Develop new services and frameworks to ensure they are appropriately planned for implementation.
- B. Conduct regular project audits and reviews to ensure compliance and high quality.
- **C. Identify the PMO customers' needs and determine the most effective approach to meet expectations.**
- D. Employ new PMO team members to help provide the requested services.

**Answer: C**

Explanation:

Comprehensive and Detailed Explanation:

[Same as Question 114]

### NEW QUESTION # 63

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