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

NEW QUESTION # 73
A PMO professional observes that there is a lack of alignment among project priorities and the organizational strategic goals. What should the PMO professional do first?

- A. Provide recommendations based on PMO expertise for aligning project priorities with strategic goals.
- B. Develop a prioritization framework that considers both project objectives and their alignment with strategic goals.
- C. Conduct a comprehensive review of organizational strategic goals and the project portfolio to identify alignment gaps.
- D. Schedule regular meetings between project managers and executive leadership to ensure ongoing alignment with strategic goals.

Answer: B

Explanation:
In the PMI-PMOCP Strategic Alignment domain, addressing misalignment requires establishing clear, objective prioritization criteria. Developing a prioritization framework (Option A) is the first step because it provides a repeatable, transparent mechanism to evaluate projects relative to strategic goals, ensuring resources focus on the highest-value initiatives.
While understanding current gaps (Option C) and scheduling meetings (Option B) support ongoing alignment, they are secondary to having a formalized method. Recommendations (Option D) are more effective once a framework exists.
PMI guidance highlights that PMOs should institutionalize prioritization frameworks to translate strategy into execution and maintain alignment consistently.
References:
PMI-PMOCP Exam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Project Management Offices (2013), Portfolio and Prioritization Sections PMI PMO Value Ring, Strategic Execution

NEW QUESTION # 74
A new PMO has been started in a medium-sized retail company that has several concurrently running strategic projects. A team of project managers with no PMO experience has been assigned to the new PMO.
Which two actions should the PMO professional take to help the project managers prepare for their roles?
(Choose 2)

- A. Explain that being a part of a PMO requires high-level project management competencies.
- B. Explain how they should understand the PMO's customers' needs first so they know what to focus on.
- C. Coach and mentor the project managers in managing the company's strategic projects.
- D. Explain that being part of a PMO requires extensive experience in the company's business sector.
- E. Conduct orientation sessions to raise the project managers' awareness about the organization of a PMO.

Answer: B,C

Explanation:
The Lifecycle Management domain of PMI-PMOCP emphasizes the importance of team readiness and capability development when launching or scaling a PMO. For new PMO team members, especially project managers with no prior PMO experience, the PMO professional's role is to help them align with the organizational customer focus and provide targeted coaching on managing strategic projects.
Option A highlights the need to understand customer needs, which is essential to deliver relevant PMO services and project outcomes aligned with stakeholder expectations. Option B reflects the vital role of mentoring and coaching, helping project managers develop the skills and knowledge necessary for effective strategic project execution within the PMO context.
Options C and E, which stress prerequisites like extensive sector experience or high-level competencies, are less actionable and could discourage or exclude potential contributors. Option D, while useful, is more about awareness rather than direct, practical preparation.
PMI guidance and the PMI-PMOCP practice material underscore that early focus should be on practical support and alignment to customer needs, as these lay the foundation for a high-performing PMO team.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Team Development and PMO Onboarding Sections PMI PMO Value Ring, Capability Building

NEW QUESTION # 75

An enterprise organization recently initiated a new project. A PMO professional made sure that all pertinent project documentation was prepared and that all project management procedures were carried out in accordance with the accepted practices.
What source should the PMO professional use to identify stakeholders?

- A. The necessary management approaches and measures needed to properly include stakeholders.
- B. The information about the project's stakeholders that is included in the business documentation.
- C. The plan for managing communications to gather information about project stakeholders.
- D. The job descriptions and the amount of experience required for potential stakeholders.

Answer: C

Explanation:
Thecommunications management planis the primary source that identifies stakeholders, their information needs, and communication strategies. PMI-PMOCP emphasizes the importance of using this plan to understand who stakeholders are, how to engage them, and tailor communication accordingly.
Job descriptions (option B) or business documentation (option C) may provide limited stakeholder insight but lack engagement and communication context. Management approaches (option D) describe strategies but are not primary identification sources.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Stakeholder Management and Communication.

NEW QUESTION # 76

A PMO professional has been assigned to create a skills matrix to ensure effective PMO resource allocation.
What action should the PMO professional take to complete this task?

- A. Discuss with talent recruiters and industry experts to shape the skills matrix through their recommendations.
- B. Map PMO team members' skills and abilities against the established competency framework.
- C. Consult the latest industry practices and benchmarking reports to guide the skills matrix development.
- D. Collaborate with the PMO team to gather input to develop the skills matrix based on their insights.

Answer: B

Explanation:
Creating a skills matrix requiresmapping individual team members' current skills against a defined competency frameworkto identify strengths and gaps. This approach ensures alignment with organizational needs and informs targeted development and resource allocation.
Consulting external practices (Option A), gathering team input (Option B), or discussing with recruiters (Option D) are useful but secondary steps supporting the core mapping activity.
PMI-PMOCP Lifecycle Management underlines competency framework alignment as best practice in skills management.
References:
PMI-PMOCPExam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Talent Management PMI PMO Value Ring, Competency Management

NEW QUESTION # 77

In a global financial services company, the PMO recently implemented the "Provide Methodologies and Tools" service to ensure project teams use standardized approaches and tools for project management.
What key performance indicators (KPIs) should the PMO professional create to measure the performance of this specific service? (Choose 2)

- A. Tool adoption rate; Measure the percentage of project teams using the standardized methodologies and tools and assess how frequently they access the provided templates, frameworks, and guidelines.
- B. Governance compliance rate; Measure the percentage of projects fully compliant with corporate governance policies, considering the service will directly ensure compliance.

- C. Strategic outcomes delivery rate; Measure the percentage of strategic goals achieved through completed projects, considering that the service will directly ensure that the organization meets its broader strategic outcomes.
- D. Training hours per employee; Measure the number of hours spent training project teams to use the methodologies and tools, as well as the frequency of workshops or refresher courses provided by the PMO.

Answer: A,D

Explanation:
For the "Provide Methodologies and Tools" service, KPIs must measure both the enablement activities and the actual adoption of the methodologies and tools. PMI-PMOCP recommends measuring training hours per employee (option B) as it reflects investment in capacity-building and skill development, critical to effective tool use.
Additionally, the tool adoption rate (option D) directly measures how widely and frequently project teams utilize the standardized methodologies, templates, and guidelines. High adoption indicates the service is effectively embedded in project execution.
While strategic outcomes delivery (option A) and governance compliance rate (option C) are important portfolio or organizational KPIs, they are broader and influenced by many factors beyond the scope of this specific PMO service.
Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on PMO Performance Measurement and Governance.

NEW QUESTION # 78

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