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PMI Project Management Office Certified Professional Sample Questions (Q79-Q84):

NEW QUESTION # 79

After identifying the needs and expectations of PMO customers, the PMO professional recommends introducing a new service to effectively meet these needs within the specified timeframe. However, new regulations were recently introduced, and the company must comply with them before launching the new PMO service, which will affect the timeline for its implementation. What should the PMO professional do?

- A. Assess the impact of the new regulations on the timeline and communicate changes to PMO customers.
- B. Proceed with the original timeline in order to meet the PMO customer expectations.
- C. Cancel the service implementation altogether to avoid any potential compliance risks.
- D. Delay the introduction of the service until the regulations are fully implemented.

Answer: A

Explanation:

PMO professionals must ensure compliance with regulations while managing stakeholder expectations. The best approach is to assess the impact of the new regulations on the project timeline and proactively communicate these changes to PMO customers (Option B). This maintains transparency, manages expectations, and supports compliance.

Delaying the service indefinitely (Option A) or canceling it outright (Option C) may be unnecessarily restrictive. Proceeding without adjustments (Option D) risks non-compliance.

PMI-PMOCP Governance principles emphasize risk and compliance management coupled with effective stakeholder communication.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Compliance and Communication PMI PMO Value Ring, Risk and Compliance Management

NEW QUESTION # 80

An organization is going through a transformation process that will impact its processes and employee job descriptions. The PMO professional needs to ensure continuous improvement of the organization's PMO in these turbulent times.

What should the PMO professional do in this situation?

- **A. Continuously reassess which PMO functions are in scope according to the new organizational changes.**
- B. Ask senior management to be involved in defining job descriptions for the project managers.
- C. Survey senior management and other PMO stakeholders to evaluate their satisfaction with PMO.
- D. Regularly review the internal project management methodologies, processes, and tools.

Answer: A

Explanation:

During organizational transformations, the PMO professional must continuously reassess the scope and functions of the PMO to ensure it remains aligned with evolving organizational structures and priorities. This dynamic adjustment enables the PMO to stay relevant and contribute effectively to change initiatives.

While reviewing methodologies and surveying stakeholders are important, focusing on the PMO's scope ensures its services and role evolve appropriately. Engaging senior management in job descriptions (Option A) is less direct to PMO continuous improvement. PMI-PMOCP Lifecycle Management emphasizes adaptability and ongoing alignment as core to PMO sustainability.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement PMI PMO Value Ring, Adaptability and Change Management

NEW QUESTION # 81

A PMO professional joins an existing PMO that displays warning signs that the organization's perception of the PMO's value is deteriorating.

Which step should the PMO professional recommend?

- A. Review and reduce the operating costs of the PMO, highlighting enhanced value for PMO customers.
- B. Move the PMO to report to a popular manager within the company and communicate the change to PMO customers.
- **C. Highlight the benefits of the PMO effectively, using qualitative and quantitative measures for PMO customers.**
- D. Switch out some PMO resources to ones with a wider range of core PMO skills and inform PMO customers of the additional skills.

Answer: C

Explanation:

To reverse a deteriorating value perception, the PMO professional should effectively communicate the PMO's benefits using both qualitative stories and quantitative metrics. Demonstrating value in measurable and relatable terms reinforces stakeholder confidence. Reducing costs (Option A) or changing personnel (Option C) are less direct and may not impact perception quickly. Changing reporting lines (Option D) is a structural change that may not address value communication.

PMI-PMOCP Strategic Alignment emphasizes benefits communication as a core step in value restoration.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Value Communication PMI PMO Value Ring, Stakeholder

NEW QUESTION # 82

A PMO professional is tasked with ensuring the organization's competency framework stays relevant to evolving industry trends and internal strategic needs. Which approach should the PMO professional take to achieve this?

- A. Conduct a one-time assessment of the competency framework and plan to update it every 5 years based on industry trends.
- **B. Regularly assess and update the competency framework to align with evolving industry trends and organizational requirements, ensuring its relevancy.**
- C. Engage external consultants to periodically review and recommend updates to the competency framework when major industry changes occur.
- D. Rely primarily on feedback from internal stakeholders to update the competency framework according to current organizational challenges.

Answer: B

Explanation:

The Lifecycle Management domain emphasizes continuous assessment and adaptation of organizational frameworks to maintain alignment with evolving internal and external contexts. Regularly reviewing and updating the competency framework (Option B) ensures it remains relevant to industry changes and strategic shifts.

Relying only on internal feedback (Option A) may miss external market or technological trends. A one-time or infrequent update (Option C) risks the framework becoming obsolete. Relying solely on external consultants (Option D) may lack continuous engagement and ownership.

PMI guidance promotes an iterative, proactive approach to competency management, integrating multiple data sources for ongoing relevance.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Capability Development Sections PMI PMO Value Ring, Talent and Competency Management

NEW QUESTION # 83

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

Answer: D

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 # 84

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