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PMI Project Management Office Certified Professional Sample Questions (Q44-Q49):

NEW QUESTION # 44

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

Answer: B

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 Engagement

NEW QUESTION # 45

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

Answer: A

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 # 46

Due to a recent organizational transformation, the PMO has been excluded from strategic meetings and discussions. Although still responsible for program and project performance reporting, business representatives are now bypassing the PMO and directly approaching project managers for specific performance updates.

What actions should the PMO professional take to ensure the PMO remains valued by the organization?

- **A. Meet with business representatives individually to understand their current needs and adjust the PMO services accordingly.**
- B. Consult with the business representatives to determine what they would like to change in the reports they are receiving from the PMO.
- C. Request project managers to continue following the established process of reporting to the PMO.
- D. Redesign the PMO reports based on the type of information the project managers are providing to the business representatives.

Answer: A

Explanation:

When a PMO's role is diminished due to organizational change, proactively engaging with business representatives is critical. PMI-PMOCP emphasizes meeting with key stakeholders individually to understand their evolving needs and expectations. This approach helps the PMO realign its services, rebuild trust, and demonstrate relevance, ensuring it continues to add value.

Redesigning reports (option A) or consulting about reports (option C) are tactical and may follow understanding needs but lack the personal engagement necessary for sustained value. Simply enforcing existing processes (option D) ignores the root cause of bypass behavior.

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

NEW QUESTION # 47

A newly hired PMO professional is tasked with improving the executives' level of satisfaction with the PMO's performance. The PMO was established last year and has not been very successful in attending to the needs of the PMO customers.

Which two actions should the PMO professional take to address this issue? (Choose 2)

- A. Ensure that the services the PMO provides are the correct ones for the current PMO customers' needs.
- B. Review the compliance of PMO customers with the PMO processes to evaluate the PMO's maturity.
- C. Assess the maturity of the services the PMO is delivering and determine which services need to elevate their proficiency levels.
- D. Evaluate the organization's project management capability across departments to determine the PMO's maturity level.
- E. Measure how well the organization manages portfolios, programs, and projects to assess the PMO's overall maturity.

Answer: A,C

Explanation:

To improve executive satisfaction, the PMO professional must first assess the maturity of current PMO services to identify areas for improvement and elevate service proficiency. Simultaneously, the PMO should validate that the services offered align with actual customer needs, ensuring relevance and value delivery.

PMI-PMOCP stresses that customer-centric service management and continuous maturity assessments are essential for effective PMO governance and stakeholder satisfaction.

Measuring organizational maturity (option C), reviewing compliance (option D), or evaluating broader organizational capabilities (option E) provide context but are less directly related to immediate service improvement.

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

NEW QUESTION # 48

A PMO professional must create a strategic presentation for stakeholders to provide visibility on the company's projects.

Which two types of information should the PMO professional present to the stakeholders? (Choose 2)

- A. Organizational roadmap of initiatives
- B. Organizational chart for the PMO
- C. Roles, responsibilities, and processes
- D. Current state of projects, including issues
- E. Comprehensive documentation of the program

Answer: A,D

Explanation:

Stakeholders need high-level visibility of the organizational roadmap of initiatives to understand how projects align with strategic objectives. Additionally, presenting the current state of projects, including issues, ensures transparency and enables informed decision-making. PMI-PMOCP stresses that strategic presentations focus on relevant, timely information that supports governance and stakeholder engagement.

Detailed program documentation (option A), internal roles (option C), or PMO organizational charts (option D) are generally not prioritized in strategic-level presentations due to complexity or limited stakeholder interest.

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

NEW QUESTION # 49

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