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PMI Project Management Office Certified Professional Sample Questions (Q78-Q83):

NEW QUESTION # 78

A construction company is undertaking a large-scale infrastructure project to build a new highway network connecting major cities. The project involves multiple phases, including planning, design, construction, and maintenance. A PMO professional has been tasked with supporting the project manager to ensure the successful completion of the project.

What should the PMO professional do to help the project manager overcome the challenges with this project?

- A. Implement firm project management methodologies and processes to standardize project execution and control.
- B. Assign additional resources to projects based on project managers' requests to alleviate workload pressures.
- C. Assess the needs of the project manager as a PMO customer in the project to define a valuable set of PMO services to offer.
- D. Minimize communication with the project manager to avoid micromanagement and encourage autonomy.

Answer: C

Explanation:

The role of the PMO professional, as defined in the PMI Project Management Office Certified Professional (PMI-PMOCP) framework, is primarily to act as a strategic partner and customer-centric service provider to the project manager and the project team. To effectively support the project manager, the PMO professional must first assess and understand the specific needs and challenges faced by the project manager. This assessment allows the PMO to tailor and offer the most relevant and valuable PMO services—whether that involves governance support, resource management, reporting, risk facilitation, or process guidance. Simply assigning resources or enforcing rigid methodologies without this needs analysis may not effectively address the unique challenges of the project or the project manager's current context. Furthermore, reducing communication contradicts the PMO's function to enhance collaboration and provide timely assistance.

According to PMI-PMOCP guidance (PMI, 2021), successful PMO engagement is rooted in understanding the "customer" (project manager) and delivering value-added services aligned with project needs and organizational objectives. This customer-centric approach strengthens governance, optimizes resource utilization, and enhances project delivery success across complex, multi-phased projects like large infrastructure developments.

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

NEW QUESTION # 79

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

Answer: C,D

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-

NEW QUESTION # 80

A PMO is ready to deploy new services that address the current, confirmed needs of the organization.

What is the first thing the PMO professional should do to ensure optimal implementation of the PMO services to meet customer expectations?

- **A. Define a step-by-step approach to deploy the new PMO services.**
- B. Tailor educational activities with key customers based on their requests.
- C. Create and distribute detailed user guides and other educational information.
- D. Educate all customers on the PMO services available.

Answer: A

Explanation:

Before deploying new services, the PMO professional must define a clear, step-by-step deployment plan.

PMI-PMOCP stresses that a structured approach allows for careful coordination, resource allocation, stakeholder engagement, and risk management during service implementation, ensuring alignment with customer expectations and organizational goals.

Educational activities (options A, C, D) are essential but should follow a well-planned rollout strategy. A comprehensive deployment approach minimizes disruptions and maximizes adoption success.

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

NEW QUESTION # 81

A PMO professional has been tasked with assessing and improving the competencies of the PMO team to better support the wide range of services the PMO provides. For example, the competencies required for a portfolio management service may differ significantly from those needed for training and mentoring services.

What steps should the PMO leader take to ensure the PMO team's competencies align with the diverse services provided?

- **A. Meet with PMO customers to understand their expectations and develop a competency matrix that maps PMO team members' current skills to the specific needs of each PMO service.**
- B. Conduct a general competency assessment for the entire PMO team and create a single training program covering basic project management skills for all team members.
- C. Rotate PMO team members through various PMO services to gain exposure to different areas, assuming that hands-on experience alone will develop the necessary skills for each PMO service.
- D. Focus only on developing the competencies related to the PMO's most commonly used services, ensuring efficiency in training and the reduction of costs.

Answer: A

Explanation:

The best practice is to engage PMO customers to understand their expectations and then develop a competency matrix that aligns team members' skills with the specific demands of each PMO service (Option C). This targeted approach ensures that competency development is relevant and service-focused.

Rotations (Option A) and general assessments (Option B) are less strategic and may dilute focus. Limiting development to common services (Option D) risks neglecting emerging or specialized needs.

PMI-PMOCP Lifecycle Management recommends systematic competency mapping tied to customer needs and service requirements to optimize PMO effectiveness.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

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

NEW QUESTION # 82

An organization has recruited several new project managers and plans to launch multiple projects in the new fiscal year. The organization's executives aim to enhance the project management skills and capabilities of project managers. After these new project managers are on board, they enter the PMO-managed project manager resource pool for centralized resource allocation.

What should the PMO Professional do to meet the organization's goals?

- A. Identify project management risks if the project managers do not receive additional training.
- B. Update the project management process to include extra time for training.
- C. Facilitate collaboration across stakeholders, including executives, team members, other PMOs, and external partners.
- **D. Provide training to project managers, PMO team members, and other stakeholders.**

Answer: D

Explanation:

To enhance the skills and capabilities of new project managers and meet organizational goals, the PMO professional should provide targeted training to project managers and related stakeholders. PMI-PMOCP stresses that competency development through formal training programs improves project performance, supports standardized practices, and builds organizational maturity. Training ensures that project managers understand methodologies, tools, and governance requirements, enabling them to contribute effectively when allocated from the PMO pool.

Identifying risks (option B) or facilitating collaboration (option C) are important but secondary. Updating processes (option D) without ensuring capability readiness may not address skill gaps.

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

NEW QUESTION # 83

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