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PMI Project Management Office Certified Professional Sample Questions (Q85-Q90):

NEW QUESTION # 85

Historically, an organization's PMO has been considered as a department that employs project managers, with its role linked to managing only internal projects. With a change in PMO leadership, the new PMO manager decides to elevate the role of the PMO and make it a strategic partner.

Which actions should the PMO manager take to achieve this goal?

- A. Rebrand the department as a strategic PMO to enhance its importance and prestige.
- B. Review current PMO services and introduce strategic offerings to gain greater access to executive leadership.
- C. Organize knowledge-sharing sessions to showcase the PMO's strategic value.
- D. Align PMO initiatives with organizational objectives to support strategic decision-making.

Answer: B

Explanation:

Elevating a PMO to a strategic partner requires reviewing existing services and expanding offerings that deliver strategic value, thereby gaining the attention and support of executive leadership. This action builds credibility and influence.

Rebranding (Option B) without substantive change is superficial. Knowledge sharing (Option C) and alignment with objectives (Option D) are valuable but more effective once strategic services are established.

PMI-PMOCP Strategic Alignment highlights evolving PMO services as foundational for increased strategic influence.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Services PMI PMO Value Ring, Strategic Role Development

NEW QUESTION # 86

A company aims to build a series of nuclear power plants and wants to establish a PMO to support its large-scale and high-risk strategy. The PMO professional has already developed the PMO vision, mission, and high-level strategy.

What should the PMO professional do next?

- A. Outline the expected benefits of the program's strategy.
- B. Determine the most common risks and pain points in the energy sector.
- **C. Define the PMO scope, authority, roles, and responsibilities.**
- D. Identify critical factors that shape PMOs across the energy industry.

Answer: C

Explanation:

After establishing vision and strategy, the PMO professional must define the PMO scope, authority, roles, and responsibilities. PMI-PMOCP stresses that clear definition of the PMO's mandate enables effective governance, service delivery, and stakeholder alignment, especially in complex, high-risk industries like nuclear energy.

Understanding risks (option A), benefits (option C), or industry factors (option D) are important but follow the foundational establishment of PMO scope and structure.

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

NEW QUESTION # 87

Which primary strategy should the PMO professional adopt to effectively oversee an organization's portfolio to drive value creation, innovation, and competitive advantage?

- A. Suggest that senior leadership modify the strategic objectives and key performance indicators (KPIs).
- B. Conduct annual audits to assess project performance and compliance.
- C. Check that all projects adhere to strict timelines and budgets.
- **D. Ensure that the projects align with organizational strategic objectives.**

Answer: D

Explanation:

The core purpose of portfolio management within the Strategic Alignment domain is to ensure project investments are aligned with organizational strategic objectives. This alignment drives value creation, supports innovation, and sustains competitive advantage.

While audits (Option A), monitoring timelines and budgets (Option C), and leadership involvement (Option D) are important, the foundational strategy is to maintain strategic alignment so that resources are allocated to initiatives with the greatest impact.

PMI-PMOCP guidelines emphasize strategic alignment as the primary mechanism to maximize portfolio value and organizational success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Alignment and Value Delivery Sections PMI PMO Value Ring, Strategic Portfolio Management

NEW QUESTION # 88

Two years ago, a software company implemented an agile culture and adopted Scrum as a framework for product development.

During those 2 years, the company's senior management struggled with the link between the product value generated and the business objectives.

What should the PMO professional do to bridge this gap?

- A. Provide a report with agile team metrics, including velocity and burn charts.
- B. Develop a dashboard to show the product portfolio's progress.
- **C. Create a benefits map for the company's initiatives and products.**
- D. Advise the board to move to a hybrid approach for its product development.

Answer: C

Explanation:

Creating a benefits map connects products and initiatives to strategic business objectives, visually illustrating how agile deliveries contribute to organizational goals. PMI-PMOCP highlights benefits mapping as a key tool to clarify value realization, improve stakeholder understanding, and enhance alignment between agile teams and executive management.

Dashboards (option A) and reports on agile metrics (option D) provide progress data but may not clarify strategic value linkage.

Advising a hybrid approach (option B) addresses methodology but not the value alignment challenge.

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

NEW QUESTION # 89

A PMO professional is responsible for a recently deployed project management methodology. A project manager who manages a significant portion of the portfolio refuses to follow the methodology, leaving gaps in the PMO reporting at the portfolio level. The project manager views the prescribed processes as rigid, time-consuming, and as adding no value.

How should the PMO professional respond?

- **A. Initiate a refresher for the project managers to demonstrate how the methodology mitigates project risks.**
- B. Escalate this to the senior director, who relies on the portfolio-level reporting of key performance indicators (KPIs).
- C. Remind the project managers that the process is mandated by the organization.
- D. Inform the project managers that the process represents the industry standard in managing projects.

Answer: A

Explanation:

Resistance to methodology adoption often arises from misunderstanding or lack of awareness of its value.

PMI-PMOCP emphasizes the importance of training and refresher sessions that demonstrate how the methodology actively helps mitigate risks and improve project outcomes. Educating project managers addresses misconceptions and fosters buy-in by linking methodology practices to tangible benefits.

Simply enforcing mandates (option A), escalating prematurely (option C), or relying on standards (option D) may increase resistance. Demonstrating value through education is a more collaborative and effective approach to improve compliance and reporting quality.

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

NEW QUESTION # 90

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