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PMI Project Management Office Certified Professional Sample Questions (Q82-Q87):

NEW QUESTION # 82

A PMO has been thriving within the organization for the past 3 years. A new PMO professional has been appointed to lead the PMO and is expected to sustain its success.

What should the PMO professional do first?

- A. Realign the current PMO services to the organizational strategy and goals.
- B. Collect expectations of PMO customers and make necessary PMO services adjustments.
- C. Keep the current PMO services and improve their maturity when applicable.
- D. Analyze the performance metrics of current services and the value generated by the PMO.

Answer: D

Explanation:

Before making changes or adjustments, the PMO professional should analyze existing performance data and value delivered to understand what is working well and where improvements are needed. This data-driven approach helps sustain success by building on strengths and addressing gaps with evidence.

While collecting expectations (Option B), maturing services (Option C), and realigning strategy (Option D) are important, they come after understanding current performance.

PMI-PMOCP Strategic Alignment underscores baseline analysis as the starting point for sustaining and improving PMO value.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Performance Measurement PMI PMO Value Ring, Value Realization

NEW QUESTION # 83

Last year, a PMO professional from a food processing company implemented a new portfolio management tool that is running smoothly. As a part of the portfolio management process, a resource management functionality was released for better assessment of the portfolio delivery resource needs.

What should the PMO professional do first to ensure proper implementation?

- A. Identify a pilot group to test the new resource management functionality.
- B. Put together a demo of the new resource management functionality.
- C. Prepare training materials and deliver the training to all affected stakeholders.
- **D. Implement a feedback mechanism so that requirements can be adapted based on evolving needs.**

Answer: D

Explanation:

According to PMI-PMOCP principles in the Lifecycle Management domain, when introducing new functionalities or processes, the PMO professional should first establish a feedback mechanism to ensure the solution remains adaptive and responsive to stakeholder needs and changing conditions.

While demos, training, and pilot testing (Options B, C, D) are important activities, they follow the establishment of continuous feedback to refine and improve adoption. Feedback loops are critical for iterative improvement, stakeholder engagement, and achieving successful, sustainable implementation.

This approach aligns with PMI's emphasis on continuous improvement and responsiveness in portfolio and resource management processes.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement Sections PMI PMO Value Ring, Portfolio and Resource Management

NEW QUESTION # 84

A newly appointed PMO professional for a startup specializing in mobile analytics has been tasked with establishing a PMO to streamline project management processes and ensure successful delivery.

Which step should the PMO professional prioritize to gain approval from the CEO to sponsor the initiative?

- A. Analyze potential risks and mitigation strategies associated with the PMO functions and services.
- B. Implement PMO processes immediately to demonstrate the potential benefits and get buy-in.
- **C. Work with the CEO to identify and understand the needs and goals of the company's potential PMO customers.**
- D. Draft a project charter to outline the benefits and objectives of the PMO and have it approved by the sponsor.

Answer: C

Explanation:

Gaining CEO sponsorship requires collaborating with the CEO to understand business needs and PMO customer goals, ensuring the PMO's design is relevant and aligned. PMI-PMOCP highlights stakeholder engagement and strategic alignment as prerequisites to securing executive buy-in and support.

Drafting a charter (option A) or analyzing risks (option B) is important but should follow needs assessment.

Implementing processes prematurely (option C) risks resistance without buy-in.

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 # 85

The PMO at a large company operating in a highly regulated industry is responsible for defining the project management processes for the company.

Which action should the PMO Professional take to ensure that the processes are adhered to?

- A. Execute regular audits to evaluate adherence to the processes.
- B. Schedule random meetings to follow up the process deliverables.
- C. Occasionally follow up the process deliverables of the most important projects.
- D. Trust the project teams to follow the processes and comply with the systems.

Answer: A

Explanation:

In regulated environments, regular audits are essential to ensure compliance with established project management processes and standards. PMI-PMOCP highlights audits as a key governance tool that verifies adherence, identifies deviations, and enforces accountability.

Relying on trust (option C), occasional follow-ups (option D), or random meetings (option B) lacks the rigor required for regulatory compliance and risks gaps in governance.

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

NEW QUESTION # 86

A PMO offers a service for managing projects. One of the PMO customers always demands that a specific project manager is assigned to their projects. However, it is not always possible to accommodate such requests, which causes dissatisfaction.

What should the PMO professional do to improve the delivery of this service?

- A. Identify the least-in-demand project managers, assess their individual performance, identify the skills gaps, and tailor training according to their specific needs.
- B. Embrace feedback and raise awareness about the consistency of the service delivery with the quality requirements, which is independent of the project manager assigned.
- C. Adjust the service-level agreement (SLA) with customers according to the existing capacity in order to realign their expectations.
- D. Analyze the reasons behind the customer dissatisfaction and hire more project managers with the required skill sets.

Answer: B

Explanation:

To improve service delivery and manage expectations, the PMO professional should embrace customer feedback and emphasize the consistent quality and standards of service delivery, independent of which project manager is assigned. PMI-PMOCP highlights the importance of focusing on process and quality rather than individual preferences to maintain fairness and operational efficiency. While identifying skill gaps (option A), adjusting SLAs (option C), or hiring (option D) are valid considerations, the first step is managing perceptions and demonstrating that service quality does not depend on specific individuals. This approach promotes confidence in PMO capabilities and reinforces objective service standards.

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

NEW QUESTION # 87

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