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PMI Project Management Office Certified Professional Sample Questions (Q69-Q74):

NEW QUESTION # 69

The PMO has decided to expand its services by including project prioritization and status reporting to better visualize project execution.

Which action should the PMO professional take next?

- **A. Identify the PMO customers' needs and determine the most effective approach to meet expectations.**
- B. Conduct regular project audits and reviews to ensure compliance and high quality.
- C. Develop new services and frameworks to ensure they are appropriately planned for implementation.
- D. Employ new PMO team members to help provide the requested services.

Answer: A

Explanation:

When expanding PMO services, the first step is to engage with PMO customers to understand their needs and expectations. PMI-PMOCP stresses that customer-centric service design ensures relevance, adoption, and value delivery. By identifying and analyzing needs, the PMO can tailor its approach to prioritization and reporting effectively.

Options B, C, and D are subsequent actions that rely on understanding customer requirements first to be effective.

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

NEW QUESTION # 70

A PMO professional created a formal PMO charter including the PMO's roles and responsibilities.

What should the PMO professional do to ensure that the charter remains relevant in the organization?

- A. Review the PMO's services regularly as defined in the PMO charter.
- **B. Create a framework to regularly review and update the PMO mandate and its relevance.**
- C. Seek feedback from PMO customers about the PMO charter to ensure it fulfills their expectations.
- D. Have the PMO charter approved by key PMO customers so that they are engaged in the process.

Answer: B

Explanation:

To keep the PMO charter relevant, PMI-PMOCP recommends establishing a formal framework for periodic review and updates. This ensures the PMO mandate, roles, and responsibilities evolve alongside organizational changes, strategic shifts, and stakeholder expectations.

While reviewing services (option A), seeking feedback (option C), and getting approval (option D) are important, a structured framework guarantees systematic governance of the charter, preventing it from becoming outdated or misaligned.

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

NEW QUESTION # 71

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

Answer: C

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 # 72

Senior management at a small company is dissatisfied with project performance and has tasked the PMO with addressing the issue.

An organizational project management (OPM) maturity assessment has uncovered significant gaps compared to industry standards.

What should the PMO professional do first?

- A. Develop a roadmap for improving the overall project management maturity within the organization.
- B. Hire experienced and highly skilled project managers to take over underperforming projects.
- C. Implement agile project management approaches and tools to improve project performance.
- D. Plan training and development programs for project team members to fill the competency gaps.

Answer: A

Explanation:

After identifying significant gaps through an OPM maturity assessment, the first step is to develop a strategic roadmap that outlines targeted initiatives to improve maturity. PMI-PMOCP guidance highlights the importance of a structured, phased approach to maturity improvement that includes defining goals, prioritizing actions, and aligning with organizational strategy.

Training (option A), agile adoption (option C), or hiring (option D) can be components of the roadmap but should follow a comprehensive plan to ensure cohesion and sustainability. The roadmap ensures all improvement activities are coordinated, aligned, and measurable, optimizing resource allocation and change management efforts.

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

NEW QUESTION # 73

The board of directors wants to oversee the company's strategic portfolio of capital projects. The PMO will support the portfolio management.

What should the PMO professional do to ensure that the portfolio's alignment to strategy meets the executives' expectations?

- A. Develop a feedback loop so executives can provide their perceptions of service outcomes.
- B. Implement a portfolio management software for tracking progress.
- C. Establish a benefits realization process to ensure aligned business outcomes.
- D. Define the proper portfolio alignment to the company's strategy.

Answer: D

Explanation:

Ensuring portfolio alignment starts with defining what strategic alignment means for the company and portfolio. This definition sets the criteria and expectations for how projects and programs contribute to strategic objectives.

Benefits realization (Option B), tracking software (Option C), and feedback mechanisms (Option D) support alignment but are secondary steps that depend on a clear, agreed-upon definition.

PMI-PMOCP Strategic Alignment domain stresses the importance of explicit alignment frameworks to guide portfolio decisions.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

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

NEW QUESTION # 74

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