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PMI Project Management Office Certified Professional Sample Questions (Q68-Q73):

NEW QUESTION # 68

A PMO professional notices that the project managers are not adhering to the established project management guidelines within the organization. What actions should the PMO professional take to address this issue effectively?

- A. Revise the current guidelines based on their knowledge and experience to ensure the guidelines are more practical.
- B. Distribute updated manuals and provide additional project management training sessions to the project managers.
- **C. Conduct a survey with project managers to understand their challenges, then create a customized action plan to address the gaps.**
- D. Escalate the issue to the project sponsors to enforce the project managers' adherence to the guidelines.

Answer: C

Explanation:

Within the PMI-PMOCP Governance domain, the PMO professional's responsibility is to ensure compliance through understanding and collaboration rather than unilateral enforcement. When project managers are not following guidelines, the first step is to engage with them to understand the root causes of non-adherence. This can include process complexity, lack of awareness, or practical challenges.

Conducting a survey or assessment (Option D) aligns with best practices for continuous improvement and stakeholder engagement. It enables the PMO to tailor solutions—such as training, process adjustments, or communication improvements—based on actual feedback rather than assumptions.

Options A and B, though seemingly proactive, risk missing the real issues if implemented without input.

Revising guidelines without stakeholder consultation (Option A) can lead to ineffective or resisted changes.

Distributing manuals and training (Option B) is useful only if it addresses identified gaps. Escalating directly to sponsors (Option C) should be a last resort, as it may create resistance and harm relationships.

This approach is consistent with PMI's emphasis on governance through collaboration, communication, and continuous process improvement, as outlined in the PMO governance frameworks.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

NEW QUESTION # 69

An organization hired a new PMO professional to enhance an existing PMO that is facing several challenges.

Following an initial assessment, the PMO professional identified that the PMO is seen as overly technical and lacking alignment with the organization's business objectives.

What actions should the PMO professional take to improve the PMO's alignment with business needs?

- A. Simplify the current methodologies and procedures.
- B. Implement accepted industry practices in portfolio, program, and project management.
- **C. Collect the business requirements and customer needs within the organization.**
- D. Develop the PMO team's competencies and capabilities.

Answer: C

Explanation:

To align the PMO with business objectives, the PMO professional must first gather and understand the organization's business requirements and customer needs. PMI-PMOCP emphasizes that alignment begins with a clear understanding of what the business values and expects. Collecting this information ensures the PMO tailors its services, governance, and delivery to meet organizational goals effectively.

Enhancing team competencies (option B), implementing industry best practices (option C), or simplifying methodologies (option D) are important but secondary actions. Without understanding business requirements, such efforts risk misalignment. Therefore, capturing business needs provides a foundation for all subsequent PMO improvements.

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

NEW QUESTION # 70

The senior management of an organization is unable to cope with an increasing number of projects. The chief operations officer heard of a very successful PMO in another organization and decided to recruit their PMO leader. The expectations are high for the new PMO leader, and the organization demands they set up a PMO that is as successful as their previous organization's PMO.

What is the first thing the PMO leader should do to deliver on this expectation?

- **A. Define the appropriate type of PMO for the current organizational context and develop services accordingly.**
- B. Analyze the customer expectations and apply their experience from the previous organization as needed.

- C. Benchmark the current services with their previous experience and adjust the services as needed.
- D. Establish the same services based on their experience in the previous organization to guarantee success.

Answer: A

Explanation:

Success depends on tailoring the PMO to the specific organizational context, culture, and needs. Defining the type of PMO suitable for the current environment ensures services and governance structures are relevant and effective.

Simply replicating prior services (Option A), benchmarking (Option B), or applying past experience without contextual analysis (Option C) risks misalignment and failure.

PMI-PMOCP Strategic Alignment underscores assessing organizational context as a foundational step for PMO success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), PMO Establishment PMI PMO Value Ring, Organizational Fit

NEW QUESTION # 71

An organization is going through a transformation process that will impact its processes and employee job descriptions. The PMO professional needs to ensure continuous improvement of the organization's PMO in these turbulent times.

What should the PMO professional do in this situation?

- A. Ask senior management to be involved in defining job descriptions for the project managers.
- B. Regularly review the internal project management methodologies, processes, and tools.
- **C. Continuously reassess which PMO functions are in scope according to the new organizational changes.**
- D. Survey senior management and other PMO stakeholders to evaluate their satisfaction with PMO.

Answer: C

Explanation:

During organizational transformations, the PMO professional must continuously reassess the scope and functions of the PMO to ensure it remains aligned with evolving organizational structures and priorities. This dynamic adjustment enables the PMO to stay relevant and contribute effectively to change initiatives.

While reviewing methodologies and surveying stakeholders are important, focusing on the PMO's scope ensures its services and role evolve appropriately. Engaging senior management in job descriptions (Option A) is less direct to PMO continuous improvement.

PMI-PMOCP Lifecycle Management emphasizes adaptability and ongoing alignment as core to PMO sustainability.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement PMI PMO Value Ring, Adaptability and Change Management

NEW QUESTION # 72

A software company hired a PMO professional to establish a new PMO to oversee the performance of its projects and create the required processes. The new PMO professional immediately conducted project management training sessions for all project managers, developed project templates, and regularly conducted project audits. After the PMO had been in service for a year, senior management decided to shut down the PMO due to lack of value generation.

What should the PMO professional have done differently to ensure that the PMO generated the desired value?

- A. Conduct the required training on a smaller scale first before delivering the training to all project managers.
- **B. Validate and align with senior management's expectations at the beginning of the PMO setup.**
- C. Reduce the costs of the PMO in the first year and increase it gradually year over year.
- D. Change the frequency of project audits in order to reduce the PMO operating costs.

Answer: B

Explanation:

A critical early step in establishing a PMO is to validate and align the PMO's purpose, objectives, and services with senior management expectations. PMI-PMOCP emphasizes stakeholder engagement and alignment as foundations for PMO success.

Without this alignment, PMO efforts may miss organizational priorities, resulting in perceived lack of value.

While training and audits are important, their scale and scope should reflect the organization's needs and priorities. Costs and frequency changes (options A and C) are secondary to strategic alignment. Smaller scale training (option B) may help adoption but

does not replace the need for clear expectation-setting.

Alignment ensures the PMO delivers relevant services and is recognized as a value driver.

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

NEW QUESTION # 73

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