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PMI Project Management Office Certified Professional Sample Questions (Q74-Q79):

NEW QUESTION # 74

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. Remind the project managers that the process is mandated by the organization.
- C. Escalate this to the senior director, who relies on the portfolio-level reporting of key performance indicators (KPIs).
- 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 # 75

The organization's PMO intends to transform its role into an agility-driven PMO.

Which option should the PMO leader take to help the PMO become more agile?

- A. Implement the Scrum framework within the agile teams to enhance collaboration.
- B. Introduce a collaborative software platform to streamline team communication.
- **C. Collaborate with PMO customers to develop and prioritize a comprehensive product backlog.**
- D. Establish a process for collecting new ideas to improve PMO services for customers.

Answer: C

Explanation:

Transforming a PMO into an agility-driven entity requires embracing agile principles of flexibility, responsiveness, and customer collaboration. PMI-PMOCP emphasizes collaborating with customers to develop and prioritize a product backlog as a foundational agile practice. This backlog reflects customer needs, enabling the PMO to deliver incremental value and adapt priorities dynamically. While establishing idea collection (option B), adopting Scrum (option C), and improving communication tools (option D) support agility, the product backlog represents the central mechanism for agile planning and delivery. It aligns the PMO's work with stakeholder priorities and fosters iterative improvement.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Agile Practices in the PMO.

NEW QUESTION # 76

A PMO professional is responsible for a team of project managers who lead projects for the business departments. A business manager has mentioned to the PMO professional that one of the project managers assigned to them is very set in their ways, which is causing friction among the project team members.

How should the PMO professional respond to this feedback?

- A. Ask the project manager to explain the challenges of working with the other project team members.
- B. Instruct the PMO team members to be more sensitive to how the other project team members work.
- **C. Talk with the respective project team members about specific examples of situations that caused issues within the project team.**
- D. Assign a different project manager to this project, as keeping the business department happy is paramount to PMO success.

Answer: C

Explanation:

To address interpersonal conflicts, the PMO professional should engage directly with the team members involved to discuss specific issues and seek constructive resolutions. PMI-PMOCP encourages open communication and conflict resolution within project teams to improve collaboration and performance.

Reassigning project managers (option A) is a last resort, and instructing sensitivity (option B) or seeking the project manager's perspective alone (option D) may not fully capture the situation or foster resolution.

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

NEW QUESTION # 77

A new PMO has been started in a medium-sized retail company that has several concurrently running strategic projects. A team of project managers with no PMO experience has been assigned to the new PMO.

Which two actions should the PMO professional take to help the project managers prepare for their roles?
(Choose 2)

- **A. Coach and mentor the project managers in managing the company's strategic projects.**
- B. Conduct orientation sessions to raise the project managers' awareness about the organization of a PMO.
- **C. Explain how they should understand the PMO's customers' needs first so they know what to focus on.**
- D. Explain that being a part of a PMO requires high-level project management competencies.
- E. Explain that being part of a PMO requires extensive experience in the company's business sector.

Answer: A,C

Explanation:

The Lifecycle Management domain of PMI-PMOCP emphasizes the importance of team readiness and capability development when launching or scaling a PMO. For new PMO team members, especially project managers with no prior PMO experience, the PMO professional's role is to help them align with the organizational customer focus and provide targeted coaching on managing strategic projects.

Option A highlights the need to understand customer needs, which is essential to deliver relevant PMO services and project outcomes aligned with stakeholder expectations. Option B reflects the vital role of mentoring and coaching, helping project managers develop the skills and knowledge necessary for effective strategic project execution within the PMO context.

Options C and E, which stress prerequisites like extensive sector experience or high-level competencies, are less actionable and could discourage or exclude potential contributors. Option D, while useful, is more about awareness rather than direct, practical preparation.

PMI guidance and the PMI-PMOCP practice material underscore that early focus should be on practical support and alignment to customer needs, as these lay the foundation for a high-performing PMO team.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Team Development and PMO Onboarding Sections
PMI PMO Value Ring, Capability Building

NEW QUESTION # 78

A food industry company recently acquired a new company. To ensure a quick integration, several project managers are assigned to combine the product portfolios. The PMO for the integration program was informed by the project managers that they encountered a regulatory compliance change regarding several products manufactured by the acquired company. This is having a significant impact on the ongoing product portfolio integration.

Which actions should the PMO professional take to support the quick adaptation to these changes in the future?

- A. Develop a training for the project managers with the regulatory department that emphasizes the importance of complying with regulatory requirements.
- **B. Schedule a regular touchpoint between the project managers and the regulatory experts for the adjustment of project plans to incorporate changes in regulatory requirements or market conditions.**
- C. Standardize all project management processes to ensure uniformity across all product portfolio integration projects.
- D. Review the issue with the project managers and make sure they are capturing problems in the lessons learned register so that information can be leveraged for similar future projects.

Answer: B

Explanation:

To manage ongoing and future regulatory changes efficiently, the PMO professional should establish regular communication channels between project managers and regulatory experts. PMI-PMOCP highlights the importance of proactive collaboration to identify, interpret, and incorporate regulatory changes quickly into project plans, minimizing disruptions.

Capturing lessons learned (option A) is useful but reactive. Standardizing processes (option C) and providing training (option D) are important but do not replace real-time regulatory engagement critical for timely adaptation.

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

NEW QUESTION # 79

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