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PMI Project Management Office Certified Professional Sample Questions (Q71-Q76):

NEW QUESTION # 71

A PMO professional is establishing a new PMO and needs to determine the optimal team composition to effectively deliver the planned PMO services. The PMO professional needs to consider both the number of team members required and the necessary skills and competencies to ensure successful PMO operation.

What should the PMO professional focus on to achieve this goal?

- A. Perform a workload analysis to estimate the effort required for each PMO function and determine the corresponding headcount needs.
- B. Implement a phased approach, starting with a small core team and gradually expanding as the PMO's responsibilities and workload increase.

- C. Conduct a benchmarking study to analyze the team structures and competency profiles of successful PMOs in other organizations.
- D. Adopt a competency model that addresses the capabilities needed and then assess the number of potential team members against that model.

Answer: D

Explanation:

To ensure the PMO team is optimally composed, the PMO professional should adopt a competency model that defines the skills and capabilities required for each PMO function, then assess and recruit team members against this model. PMI-PMOCP stresses competency-based staffing to align capabilities with service delivery requirements effectively.

Workload analysis (option B) supports headcount determination but does not ensure the right skills. Phased approaches (option A) and benchmarking (option D) are useful but secondary to establishing required competencies upfront.

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

NEW QUESTION # 72

An organization delivers system implementation projects to external clients. The PMO has noticed that recent post-project reviews consistently reveal issues. Further analysis shows that these issues become apparent during end-user testing. The testing process is unstructured and usually lacks documentation.

What next steps should the PMO lead take?

- A. Mandate that all project testing issues be logged and reviewed before agreeing on how each item should be addressed.
- B. Deploy a test management tool that should be used by all system implementation project teams.
- C. Create a test strategy to be referenced by project teams to support the system-testing process alignment.
- D. Assess the organizational project management (OPM) maturity gaps and enhance the test management process.

Answer: C

Explanation:

The key to resolving recurring issues during end-user testing is to establish a structured and standardized testing process. PMI-PMOCP guidance highlights that creating a formal test strategy ensures project teams have a clear, consistent approach to testing activities, reducing variability and improving quality outcomes.

While logging and reviewing testing issues (option B) and deploying tools (option C) are valuable, they should follow the definition of a strategic testing framework that aligns all teams. Assessing maturity gaps (option D) is important but is a broader step that should not delay immediate process improvement.

A test strategy formalizes roles, responsibilities, documentation standards, and test procedures, thus preventing the issues seen in unstructured testing and enabling continuous improvement.

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

NEW QUESTION # 73

A PMO professional identified that the strategic project's stakeholders are dissatisfied with the visibility of project progress, citing a lack of visibility into key performance indicators (KPIs) and communication. The project manager ensured that the current PMO reporting process and requirements are being followed.

Which action should the PMO professional take?

- A. Conduct an internal audit of the reporting process to identify inefficiencies and recommend improvements.
- B. Reassure the stakeholders about the reporting system's effectiveness.
- C. Implement stricter reporting requirements to ensure compliance with project standards.
- D. Collaborate with stakeholders to confirm their reporting needs and propose enhancements.

Answer: D

Explanation:

Stakeholder dissatisfaction despite compliance suggests a misalignment between the reporting provided and stakeholder expectations. Collaborating with stakeholders to understand their actual reporting needs (Option A) enables tailored reporting enhancements that improve visibility and satisfaction.

Auditing (Option B) may find process issues but does not directly address stakeholder requirements.

Reassurance (Option C) ignores dissatisfaction. Stricter requirements (Option D) might worsen perceptions without improving content.

PMI-PMOCP Governance stresses stakeholder engagement and responsiveness in reporting.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Reporting and Communication PMI PMO Value Ring, Stakeholder Satisfaction

NEW QUESTION # 74

A newly appointed PMO professional received a mandate for setting up a PMO in an organization operating in the energy sector, with a main objective of improving project delivery.

What should the PMO professional do first?

- A. Create a plan for the PMO that aligns with the organizational goals.
- B. Create policies and procedures that oversee organizational project management processes.
- C. Develop a PMO charter that includes its purpose, objectives, and key services.
- **D. Assess the current state of organizational project management maturity and identify gaps.**

Answer: D

Explanation:

When establishing a new PMO, the foundational step is to assess the current maturity of organizational project management practices. PMI-PMOCP stresses that understanding the existing capabilities and gaps enables the PMO professional to develop tailored interventions and set realistic objectives.

This maturity assessment informs the design of the PMO charter, processes, and plans, ensuring they are relevant and aligned with organizational needs. Creating policies or plans without this understanding risks misalignment and inefficiency. The maturity assessment also supports stakeholder engagement by providing an objective baseline from which to measure progress.

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

NEW QUESTION # 75

A PMO professional recently joined an established PMO with a customer feedback system in place. However, the feedback has not been systematically analyzed or used to drive improvements in service delivery. The PMO services align with standard methodologies, but PMO customers feel their evolving needs are not being adequately met.

What should the PMO professional do to ensure the feedback system is effectively utilized to enhance PMO service delivery?

- **A. Implement a process for regularly analyzing feedback and integrating insights into ongoing service improvements, ensuring alignment with customers' needs.**
- B. Focus on gathering additional metrics from other departments to complement the existing feedback, assuming that this will better inform any future adjustments.
- C. Continue delivering PMO services according to established processes and use the feedback system only for major service redesigns.
- D. Conduct a one-time review of all feedback received over the past year and make immediate adjustments to the PMO services.

Answer: A

Explanation:

PMI-PMOCP Governance practices emphasize the importance of continuous feedback analysis and integration into service improvement cycles. Regularly analyzing feedback ensures that PMO services remain aligned with evolving customer needs, fostering a proactive approach rather than reactive or ad hoc changes.

Option D supports a structured, ongoing improvement process that increases customer satisfaction and PMO value perception.

Options A and B are either too static or one-off. Option C may provide additional data but risks diluting focus if not systematically integrated.

A mature feedback process is essential for maintaining service relevance and improving stakeholder engagement.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement and Customer Focus PMI PMO Value Ring, Feedback and Service Adaptation

NEW QUESTION # 76

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