

PMI

Exam Questions PMI-PMOCP

PMI Project Management Office Certified Professional



NEW QUESTION 1

A PMO professional must create a strategic presentation for stakeholders to provide visibility on the company's projects. Which two types of information should the PMO professional present to the stakeholders? (Choose 2)

- A. Comprehensive documentation of the program
- B. Organizational roadmap of initiatives
- C. Roles, responsibilities, and processes
- D. Organizational chart for the PMO
- E. Current state of projects, including issues

Answer: BE

NEW QUESTION 2

A well-established PMO unit is transforming from a traditional mix of controlling and directive functions to a customer-centric service model. The company culture is very hierarchical and the PMO professional faces some challenges ahead. Which action should the PMO professional prioritize given the fundamental role of PMOs?

- A. Evaluate the current portfolio management software tool to align with the new services.
- B. Build a service-oriented PMO value proposition into the new PMO charter.
- C. Transform the PMO governance and processes to facilitate decision-making.
- D. Foster collaboration among key stakeholders so they become change agents for the process.

Answer: B

NEW QUESTION 3

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. Assign a different project manager to this project, as keeping the business department happy is paramount to PMO success.
- 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. Ask the project manager to explain the challenges of working with the other project team members.

Answer: C

NEW QUESTION 4

The executive team is concerned with the performance of a PMO. Some customers have complained that service delivery is inconsistent. What should the PMO professional do first to address these concerns?

- A. Meet with customers and check if a reassessment of expectations is needed.
- B. Present the PMO's benefits realized to the executive team and customers.
- C. Review the service quality metrics for customers regularly to drive consistency.
- D. Increase the number of PMO services offered to its customers.

Answer: A

NEW QUESTION 5

During executive meetings, the leader of a recently established PMO notices that the organization's leaders are worried about falling revenues during the last quarter and are beginning to look for ways to cut costs. The PMO leader is concerned that the PMO may be cut. What should the PMO do to mitigate this risk?

- A. Continue to demonstrate the value of the PMO.
- B. Increase the PMO's value by increasing the services provided by the PMO.
- C. Demonstrate alignment with the organization by reducing the PMO headcount.
- D. Improve the maturity of the PMO services.

Answer: A

NEW QUESTION 6

A newly appointed PMO professional has been tasked with developing an organizational project management (OPM) competency framework to improve project management across the organization. The goal is to ensure alignment with both industry standards and specific organizational needs. What should the PMO professional do first?

- A. Analyze the project management skills of the current team and develop a framework around their existing competencies.
- B. Create a list of competencies based on the organization's past project successes.
- C. Research industry standards and good practices, then adapt them to address the organization's unique challenges.
- D. Focus the competency framework on senior project managers, as they will have the most impact on the organization's success.

Answer: C

NEW QUESTION 7

A PMO professional has been tasked with architecting a long-term PMO strategy to ensure value delivery to its customers over time. Some PMO services will generate immediately perceptible outcomes, while others may only show tangible benefits in the medium or long term. Additionally, PMO customer perceptions of value are expected to evolve as organizational priorities shift.

Which approach should the PMO professional take to establish a value-driven PMO strategy that remains relevant over time?

- A. Concentrate on long-term services that deliver significant value after several years, ignoring immediate outcomes to avoid distractions from larger goals.
- B. Establish a value journey by prioritizing services that can generate short-term wins while planning for mid- and long-term outcomes, and regularly reassess PMO customer perceptions of value.
- C. Focus only on services that deliver immediate, short-term outcomes to quickly demonstrate the PMO's value to PMO customers.
- D. Develop a fixed portfolio of services, ensuring that all services are delivered consistently without adjustments, regardless of changes in PMO customer needs over time.

Answer: B

NEW QUESTION 8

A PMO professional is overseeing multiple customer care projects within a mid-sized company. The project sponsors, the chief of operations and the chief of customer success, have demanding schedules and are often occupied with other responsibilities. How should the PMO professional ensure effective communication with these key stakeholders?

- A. Engage with them primarily at the project's key phase gate reviews, ensuring their presence during all critical life cycle transitions.
- B. Collaborate with them during early planning to establish a clear communications management plan, including defined reporting and escalation procedures.
- C. Include them in the project's weekly team meetings to ensure they are continuously updated on the project's progress and aware of any emerging challenges.
- D. Reach out to them only when critical issues arise in order to avoid adding to their workload unnecessarily.

Answer: B

NEW QUESTION 9

In an organization, the executives focus mainly on project operational deliverables. How should the PMO professional support the executives in fostering a business-value-driven perspective?

- A. Promote awareness of using an efficiency approach for the management of the organization's projects.
- B. Transition from a PMO into a value management office (VMO).
- C. Implement a benefits realization management process.
- D. Support portfolio management by establishing connections among deliverables and expected outcomes.

Answer: C

NEW QUESTION 10

The project sponsor and the manufacturing director of a PMO-managed project have different opinions about the development of a new order-tracking system. What should the PMO professional do to avoid this situation in the future?

- A. Develop an effective project scope and change control process during project planning.
- B. Involve key stakeholders to ensure that requirements are not overlooked.
- C. Advise executives to complete a roles and responsibility matrix in the project planning.
- D. Ensure that the project sponsor has approved the requirements.

Answer: B

NEW QUESTION 10

An organization is forming a PMO. The team responsible for running the PMO is being recruited; it includes a mix of people from internal departments and external resources. One of the team members hired to work on the PMO has a lack of experience in certain services of the PMO that will be included in their assignment. What should the PMO professional do?

- A. Provide intensive training on the functional departments of the company and their particularities.
- B. Assign an experienced member from the PMO to mentor the less-experienced team member.
- C. Provide a self-training plan so that the new team member can study PMO theory at their own pace.
- D. Assign a team from the PMO to train the new member to enhance their performance.

Answer: B

NEW QUESTION 12

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

Answer: A

NEW QUESTION 17

A company aims to build a series of nuclear power plants and wants to establish a PMO to support its large-scale and high-risk strategy. The PMO professional has already developed the PMO vision, mission, and high-level strategy. What should the PMO professional do next?

- A. Determine the most common risks and pain points in the energy sector.
- B. Define the PMO scope, authority, roles, and responsibilities.
- C. Outline the expected benefits of the program's strategy.

D. Identify critical factors that shape PMOs across the energy industry.

Answer: B

NEW QUESTION 20

The executive management team for a healthcare company is discussing the second quarter's low result in the customer satisfaction score, which is a key performance indicator (KPI). One of the executives shares concerns about wasting efforts on projects and initiatives without being able to keep up with competitors and increase the customer satisfaction score.

Which action should the PMO professional take to avoid such a situation?

- A. Avoid the customer satisfaction metric analysis when assessing projects.
- B. Support the reevaluation of the strategic plan by the executives.
- C. Ask to review the customer satisfaction metrics.
- D. Establish a customer experience department.

Answer: B

NEW QUESTION 23

The PMO at an expanding healthcare organization has been tasked with enhancing the organization's project management practices to achieve higher efficiency and better outcomes. To achieve this, the first step is to perform a gap analysis to evaluate the current state of project management maturity. This analysis will help PMO understand the existing capabilities, identify gaps compared to industry standards, and highlight areas needing improvement. Based on the results, the aim is to create a targeted improvement plan to elevate the organization's project management maturity level.

What is the primary purpose of conducting a gap analysis in the context of evaluating and progressing organizational project management capability?

- A. To justify the need for additional project management software tools that conduct gap analysis and maturity levels.
- B. To identify gaps between current project management practices and desired maturity levels, and develop targeted improvement plans.
- C. To benchmark project performance and maturity levels against other organizations in the same industry.
- D. To reassign project managers based on their individual skill sets, maturity, and performance levels.

Answer: B

NEW QUESTION 27

A multinational company seeks to establish and maintain strong governance for its PMO to ensure efficient service delivery, accountability, and alignment with organizational goals.

What is the most critical action the PMO professional should take when establishing PMO governance to ensure the PMO operates effectively?

- A. Develop a flexible PMO governance framework tailored to the PMO's unique functions and services, ensuring it can adapt to changing organizational needs while maintaining control and oversight.
- B. Rely on the existing successful project governance processes within the organization so that the PMO services will align naturally with them.
- C. Focus on increasing the number of governance meetings and reporting cycles to ensure PMO activities are constantly monitored and adjusted as necessary.
- D. Implement standardized governance processes that apply equally to all departments, ensuring that every aspect of PMO operations is controlled and monitored with strict procedures.

Answer: A

NEW QUESTION 29

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

Answer: A

NEW QUESTION 33

Three years ago, a large manufacturing company established a PMO to enhance project outcomes across departments. An experienced PMO professional has now been hired as a consultant to assess the PMO's maturity.

What should the PMO professional recommend to help improve the PMO's maturity?

- A. Transition the PMO to a value management office (VMO) to increase service maturity and maximize the benefits delivered to PMO customers.
- B. Conduct a PMO service maturity assessment and develop a comprehensive maturity improvement plan that includes continuous service evaluations.
- C. Transform the PMO into a project management center of excellence (PMCoE) to ensure the organization consistently applies the most mature practices.
- D. Introduce more strategic services that align with business goals to improve the PMO's maturity.

Answer: B

NEW QUESTION 38

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

Answer: A

NEW QUESTION 41

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. Implement a phased approach, starting with a small core team and gradually expanding as the PMO's responsibilities and workload increase.
- B. Perform a workload analysis to estimate the effort required for each PMO function and determine the corresponding headcount needs.
- C. Adopt a competency model that addresses the capabilities needed and then assess the number of potential team members against that model.
- D. Conduct a benchmarking study to analyze the team structures and competency profiles of successful PMOs in other organizations.

Answer: C

NEW QUESTION 43

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. Employ new PMO team members to help provide the requested services.
- D. Develop new services and frameworks to ensure they are appropriately planned for implementation.

Answer: A

NEW QUESTION 45

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

Answer: A

NEW QUESTION 50

An established PMO has a forecast of the expected benefits from all current and planned initiatives for the next 3 years. Due to a new regulation, the portfolio delivery plan needs to be reviewed to ensure that compliance will be realized by the given due date. The engineering department proposes to delay a strategic initiative to free up some resources for the compliance project. What should the PMO manager do first?

- A. Assess the impact of the proposed change on the benefits delivery plan.
- B. Propose the change to the portfolio board in order to get the new benefits delivery plan approved.
- C. Give advice to the portfolio board to outsource the compliance project so the benefits delivery plan will not be affected.
- D. Evaluate the portfolio and check how the benefits delivery plan can be optimized.

Answer: A

NEW QUESTION 52

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

Answer: D

NEW QUESTION 57

A newly hired PMO professional works within the PMO and supports a large enterprise program. This professional is expected to guide junior PMO team members but faces difficulties with team management and collaboration. How should the PMO leader best support the PMO professional in overcoming these challenges?

- A. Mentor the team member to help build their confidence.
- B. Organize an all-hands meeting for the PMO team to discuss their challenges.
- C. Offer personalized coaching with a focus on leadership skills.
- D. Arrange regular knowledge-sharing sessions in the PMO community.

Answer: C

NEW QUESTION 62

An experienced PMO professional is tasked with establishing guidelines and procedures to ensure effective decision-making and accountability throughout the project life cycle in a large-scale project management environment. The PMO professional needs to facilitate the establishment of structured guidelines and procedures to govern project activities and promote organizational alignment.

Which action should the PMO professional prioritize?

- A. Establish a centralized repository for project documentation and knowledge sharing to ensure transparency and accessibility.
- B. Collaborate with project stakeholders to define roles and responsibilities to ensure clarity and accountability.
- C. Conduct regular audits to evaluate compliance with established guidelines and identify areas for improvement.
- D. Implement a performance measurement framework to assess project progress and outcomes against metrics of past projects.

Answer: B

NEW QUESTION 67

A newly hired PMO professional is lacking information about the performance of one of the portfolios. The PMO professional has been tasked with ensuring effective performance monitoring and reporting processes.

What strategy should the PMO professional employ to achieve this goal?

- A. Delegate the responsibility of performance monitoring and reporting to project managers, allowing them to develop their own monitoring systems and report directly to stakeholders.
- B. Reduce the frequency of performance reporting to stakeholders to minimize distractions and focus on project execution, relying on periodic updates to convey project status.
- C. Avoid implementing any changes to the current performance monitoring and reporting processes to maintain consistency and prevent disruptions to ongoing projects.
- D. Implement key performance indicators (KPIs) aligned with project objectives to measure progress and performance and conduct regular performance reviews.

Answer: D

NEW QUESTION 69

A bank's PMO is responsible for project management governance and for supporting project managers across the organization. The bank is revising its strategic plan to respond to competitors' changes. The revised plan will affect the PMO governance structure and most of the bank's projects. The PMO professional has been tasked with preparing the organization for the strategic changes.

What should the PMO professional do?

- A. Recommend which projects should be canceled, based solely on the projects' budgets, before the strategic plan revision is complete.
- B. Call an urgent meeting with all the bank's project managers and sponsors and update the project charters before the strategic plan is revised.
- C. Ensure that any changes from the strategic levels remain confidential for as long as possible to avoid creating panic in the organization.
- D. Transmit changes from the strategic levels and identify projects that might need to reconsider budget, schedule, risks, and other factors.

Answer: D

NEW QUESTION 72

In a large energy company, a PMO was recently established to help organize the numerous projects that are completed every year. Executives have passionate discussions in meetings to select and prioritize projects to enter the portfolio. These discussions cause frequent delays and result in decisions being questioned by some of the executive board members.

What should the PMO professional do to improve this situation?

- A. Facilitate the selection and prioritization process based on their own project management experience.
- B. Implement a portfolio management service that includes established criteria for project selection and prioritization.
- C. Ask the executives to discuss issues based on the projects' proposed business cases so that discussions are more objective.
- D. Suggest informal activities to build interpersonal relationships among the company executives.

Answer: B

NEW QUESTION 75

A PMO professional received feedback from the project managers indicating that the project management software is not user friendly and fails to support their work. Which action should the PMO professional take to address this concern?

- A. Identify appropriate software training for the project managers.
- B. Meet with the software developers to address the software complaints.
- C. Schedule feedback meetings with the project managers to discuss the complaints.
- D. Escalate the issue to the project sponsor to reinforce compliance.

Answer: C

NEW QUESTION 78

A PMO professional is asked to propose a way to optimize project resource utilization in a newly acquired business unit.

Which action should the PMO professional take to accomplish this task?

- A. Request additional resource allocations from the PMO so it can handle the new business unit.
- B. Provide training on avoiding multitasking and other productivity enhancements to optimize throughput.
- C. Perform quarterly capacity planning sessions to balance the resource allocation in a timely manner.
- D. Review the project utilization targets for the individual contributor roles.

Answer: C

NEW QUESTION 80

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. Employ new PMO team members to help provide the requested services.
- D. Develop new services and frameworks to ensure they are appropriately planned for implementation.

Answer: A

NEW QUESTION 83

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. Establish the same services based on their experience in the previous organization to guarantee success.
- B. Benchmark the current services with their previous experience and adjust the services as needed.
- C. Analyze the customer expectations and apply their experience from the previous organization as needed.
- D. Define the appropriate type of PMO for the current organizational context and develop services accordingly.

Answer: D

NEW QUESTION 86

A PMO software tool was introduced 6 months ago to give PMO customers a comprehensive portfolio overview. The PMO professional recently received feedback indicating that customers are having difficulty navigating the tool and locating the necessary dashboards.

What should the PMO professional have done to prevent this issue?

- A. Presented the benefits of the software to PMO customers across multiple communication channels.
- B. Surveyed PMO customers regarding the most valuable functions to implement in the software.
- C. Organized specific training sessions for PMO customers on how to use the software.
- D. Interviewed PMO customers regarding the dashboards they would use regularly.

Answer: C

NEW QUESTION 91

A PMO was set up in a large organization with a highly skilled PMO professional appointed to lead it. The sponsor agreed to give the PMO professional all the necessary resources from the beginning. The PMO professional and team immediately progressed with the implementation of accepted project management methodologies and internationally recognized practices and tools. At the end of the year, executive leadership raised concerns about the PMO's performance. What should the PMO professional have considered during the service catalog development?

- A. The PMO professional should have interviewed other members of the executive leadership team and not just the PMO sponsor.
- B. The PMO professional should have benchmarked against the experience of successful PMOs from other organizations.
- C. The PMO professional should have surveyed the portfolio, program, and project managers because they are the ones using the methodologies and tools.
- D. The PMO professional should have identified the needs of all of the customer groups and adapted the service catalog based on their pain points and expectations.

Answer: D

NEW QUESTION 96

Over the past 5 years, the enterprise PMO (EPMO) has grown and consistently exceeds expectations. It receives excellent customer feedback, with customers regularly sharing their successes across the organization, increasing the PMO's influence. The CEO has tasked the PMO professional with advancing the organization's digital transformation in project management to the next level.

How should the PMO professional elevate the digital transformation culture in project management?

- A. Identify the most engaged PMO customers and invite them to experiment with new digital initiatives.
- B. Conduct a benchmark analysis to identify emerging digital technologies.
- C. Analyze the needs of different PMO customers to understand which digital solutions could be required.
- D. Prepare a roadmap of new digital initiatives to be implemented in the upcoming years.

Answer: A

NEW QUESTION 101

A PMO professional has been tasked with assessing and improving the competencies of the PMO team to better support the wide range of services the PMO provides. For example, the competencies required for a portfolio management service may differ significantly from those needed for training and mentoring services.

What steps should the PMO leader take to ensure the PMO team's competencies align with the diverse services provided?

- A. Rotate PMO team members through various PMO services to gain exposure to different areas, assuming that hands-on experience alone will develop the necessary skills for each PMO service.
- B. Conduct a general competency assessment for the entire PMO team and create a single training program covering basic project management skills for all team members.
- C. Meet with PMO customers to understand their expectations and develop a competency matrix that maps PMO team members' current skills to the specific needs of each PMO service.
- D. Focus only on developing the competencies related to the PMO's most commonly used services, ensuring efficiency in training and the reduction of costs.

Answer: C

NEW QUESTION 104

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. Assess the current state of organizational project management maturity and identify gaps.
- 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. Create a plan for the PMO that aligns with the organizational goals.

Answer: A

NEW QUESTION 109

A PMO professional has been assigned to create a skills matrix to ensure effective PMO resource allocation.

What action should the PMO professional take to complete this task?

- A. Consult the latest industry practices and benchmarking reports to guide the skills matrix development.
- B. Collaborate with the PMO team to gather input to develop the skills matrix based on their insights.
- C. Map PMO team members' skills and abilities against the established competency framework.
- D. Discuss with talent recruiters and industry experts to shape the skills matrix through their recommendations.

Answer: C

NEW QUESTION 112

A PMO was just established in a large organization. The PMO team identified all potential PMO customers and analyzed them based on their power and interest. The list of customers was much too long and the PMO's capacity to nurture them all is not sufficient.

What should the PMO professional do to move toward developing the service catalog?

- A. Interview executive leadership, understand their expectations, and generalize the findings as they are the main decision makers.
- B. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.
- C. Focus on the middle and top levels of management and incorporate resource expectations for when the PMO will have sufficient resources to serve all of the customers.
- D. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.

Answer: B

NEW QUESTION 116

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

Answer: B

NEW QUESTION 117

A junior team member is assigned to a project that uses a unique, in-house methodology. What should the PMO professional do to ensure the junior team member is productive within the shortest possible time?

- A. Monitor the performance of the junior team member and provide training when required.
- B. Provide the junior team member with the methodology study guide for self-study.
- C. Assign a more senior team member to mentor and guide the junior team member.
- D. Schedule a refresher training on the methodology for all project team members.

Answer: C

NEW QUESTION 118

A PMO professional is leading a new PMO that aims to enhance organizational PMO maturity. When the PMO professional presents the roadmap to the board of directors, one of the executives says that no resources are available to work with the PMO.

What should the PMO professional do to avoid this situation in the future?

- A. Invite the executive to engage with the board to understand the resource requirements.
- B. Engage with key stakeholders during planning to evaluate the project resources.
- C. Include a management reserve in the plan to recruit resources when needed.
- D. Assess previous project plans to calculate the number of resources required.

Answer: B

NEW QUESTION 123

A PMO professional at a large IT company needs to assess the maturity of the PMO. What should the PMO professional review?

- A. Assess the organization's different maturity models.
- B. Assess the organization's alignment with the culture.

- C. Assess the maturity of each PMO function separately.
- D. Assess the organization's project management maturity.

Answer: D

NEW QUESTION 124

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. Analyze the performance metrics of current services and the value generated by the PMO.
- 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. Realign the current PMO services to the organizational strategy and goals.

Answer: A

NEW QUESTION 125

Due to a recent organizational transformation, the PMO has been excluded from strategic meetings and discussions. Although still responsible for program and project performance reporting, business representatives are now bypassing the PMO and directly approaching project managers for specific performance updates.

What actions should the PMO professional take to ensure the PMO remains valued by the organization?

- A. Redesign the PMO reports based on the type of information the project managers are providing to the business representatives.
- B. Meet with business representatives individually to understand their current needs and adjust the PMO services accordingly.
- C. Consult with the business representatives to determine what they would like to change in the reports they are receiving from the PMO.
- D. Request project managers to continue following the established process of reporting to the PMO.

Answer: B

NEW QUESTION 130

In a global financial services company, the PMO recently implemented the "Provide Methodologies and Tools" service to ensure project teams use standardized approaches and tools for project management.

What key performance indicators (KPIs) should the PMO professional create to measure the performance of this specific service? (Choose 2)

- A. Strategic outcomes delivery rate; Measure the percentage of strategic goals achieved through completed projects, considering that the service will directly ensure that the organization meets its broader strategic outcomes.
- B. Training hours per employee; Measure the number of hours spent training project teams to use the methodologies and tools, as well as the frequency of workshops or refresher courses provided by the PMO.
- C. Governance compliance rate; Measure the percentage of projects fully compliant with corporate governance policies, considering the service will directly ensure compliance.
- D. Tool adoption rate; Measure the percentage of project teams using the standardized methodologies and tools and assess how frequently they access the provided templates, frameworks, and guidelines.

Answer: BD

NEW QUESTION 131

A PMO professional is mentoring a project manager who is overseeing a project critical to the organization's strategic goals. The project manager has encountered resistance from a key stakeholder who believes the project's direction might jeopardize their department's interests. Despite written communication, the stakeholder remains concerned.

What should the PMO professional advise the project manager to do?

- A. Escalate the issue to senior management to override the stakeholder's objections.
- B. Convene a meeting with the stakeholder to better understand their concerns.
- C. Assign a team member to handle the stakeholder and mitigate their objections.
- D. Continue with the project as planned, ignoring the stakeholder's concerns.

Answer: B

NEW QUESTION 133

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