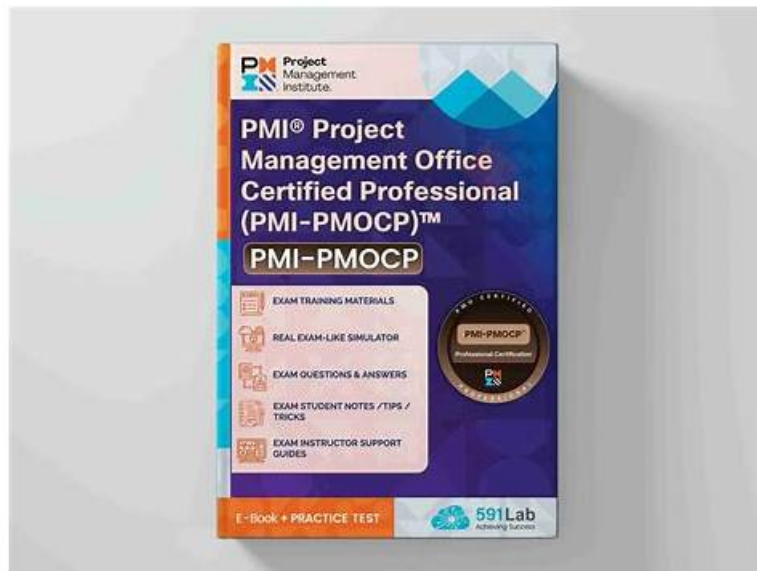


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## PMI Project Management Office Certified Professional Sample Questions (Q122-Q127):

### NEW QUESTION # 122

Historically, an organization's PMO has been considered as a department that employs project managers, with its role linked to managing only internal projects. With a change in PMO leadership, the new PMO manager decides to elevate the role of the PMO and make it a strategic partner.

Which actions should the PMO manager take to achieve this goal?

- A. Align PMO initiatives with organizational objectives to support strategic decision-making.
- **B. Review current PMO services and introduce strategic offerings to gain greater access to executive leadership.**
- C. Rebrand the department as a strategic PMO to enhance its importance and prestige.
- D. Organize knowledge-sharing sessions to showcase the PMO's strategic value.

**Answer: B**

Explanation:

Elevating a PMO to a strategic partner requires reviewing existing services and expanding offerings that deliver strategic value, thereby gaining the attention and support of executive leadership. This action builds credibility and influence.

Rebranding (Option B) without substantive change is superficial. Knowledge sharing (Option C) and alignment with objectives (Option D) are valuable but more effective once strategic services are established.

PMI-PMOCP Strategic Alignment highlights evolving PMO services as foundational for increased strategic influence.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Services PMI PMO Value Ring, Strategic Role Development

### NEW QUESTION # 123

A PMO offers a service for managing projects. One of the PMO customers always demands that a specific project manager is assigned to their projects. However, it is not always possible to accommodate such requests, which causes dissatisfaction.

What should the PMO professional do to improve the delivery of this service?

- A. Analyze the reasons behind the customer dissatisfaction and hire more project managers with the required skill sets.
- **B. Embrace feedback and raise awareness about the consistency of the service delivery with the quality requirements, which is independent of the project manager assigned.**
- C. Adjust the service-level agreement (SLA) with customers according to the existing capacity in order to realign their expectations.
- D. Identify the least-in-demand project managers, assess their individual performance, identify the skills gaps, and tailor training according to their specific needs.

**Answer: B**

Explanation:

To improve service delivery and manage expectations, the PMO professional should embrace customer feedback and emphasize the consistent quality and standards of service delivery, independent of which project manager is assigned. PMI-PMOCP highlights the importance of focusing on process and quality rather than individual preferences to maintain fairness and operational efficiency. While identifying skill gaps (option A), adjusting SLAs (option B), or hiring (option D) are valid considerations, the first step is managing perceptions and demonstrating that service quality does not depend on specific individuals. This approach promotes confidence in PMO capabilities and reinforces objective service standards.

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

### NEW QUESTION # 124

A newly established PMO has been given an opportunity to give a presentation to the executive committee of a natural flavors company. The new PMO is striving to shape its service offerings to support the research and development (R&D) department of the company.

What should the PMO leader do to gain executive support?

- A. Present detailed reports on R&D project performance metrics and key performance indicators (KPIs) managed by the PMO.
- **B. Demonstrate how the PMO aligns projects with the strategic goals of the organization, using R&D as an example.**
- C. Leverage benchmarks and case studies that highlight how the PMO can improve the success rate of delivering projects on time and within budget.
- D. Showcase the ability of the PMO to standardize processes and increase efficiency across projects in the R&D portfolio.

**Answer: B**

Explanation:

Executive support is best gained by demonstrating how the PMO's work aligns with and supports strategic organizational goals, especially when tailored to key departments such as R&D. PMI-PMOCP highlights strategic alignment as critical to securing leadership buy-in.

Process standardization (B), benchmarks (A), or detailed metrics (D) may support the case but are less compelling without clear strategic linkage.

Reference: PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Stakeholder Engagement.

### NEW QUESTION # 125

A PMO professional is providing strategic guidance to executives and has been tasked with advising the executives on various aspects of the organization's projects to drive success.

Which two tasks are within the scope of the advisory role for a PMO professional? (Choose 2)

- A. Project manager salary benchmarking data.
- **B. Project management methodologies.**
- C. Project manager job descriptions.
- **D. Company data and security policy.**

**Answer: B,D**

Explanation:

Advisory tasks typically include guidance on project management methodologies (B) and organizational policies such as data and security (D), ensuring project alignment with best practices and compliance requirements. PMI-PMOCP highlights these areas as central to the PMO's strategic advisory role.

Salary data (A) and job descriptions (C) are generally HR responsibilities outside PMO advisory scope.

Reference: PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Advisory Roles.

### NEW QUESTION # 126

A newly hired PMO professional is tasked with improving the executives' level of satisfaction with the PMO's performance. The PMO was established last year and has not been very successful in attending to the needs of the PMO customers.

Which two actions should the PMO professional take to address this issue? (Choose 2)

- **A. Assess the maturity of the services the PMO is delivering and determine which services need to elevate their proficiency levels.**
- B. Review the compliance of PMO customers with the PMO processes to evaluate the PMO's maturity.
- **C. Ensure that the services the PMO provides are the correct ones for the current PMO customers' needs.**
- D. Evaluate the organization's project management capability across departments to determine the PMO's maturity level.
- E. Measure how well the organization manages portfolios, programs, and projects to assess the PMO's overall maturity.

**Answer: A,C**

Explanation:

To improve executive satisfaction, the PMO professional must first assess the maturity of current PMO services to identify areas for improvement and elevate service proficiency. Simultaneously, the PMO should validate that the services offered align with actual customer needs, ensuring relevance and value delivery.

PMI-PMOCP stresses that customer-centric service management and continuous maturity assessments are essential for effective PMO governance and stakeholder satisfaction.

Measuring organizational maturity (option C), reviewing compliance (option D), or evaluating broader organizational capabilities (option E) provide context but are less directly related to immediate service improvement.

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

### NEW QUESTION # 127

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