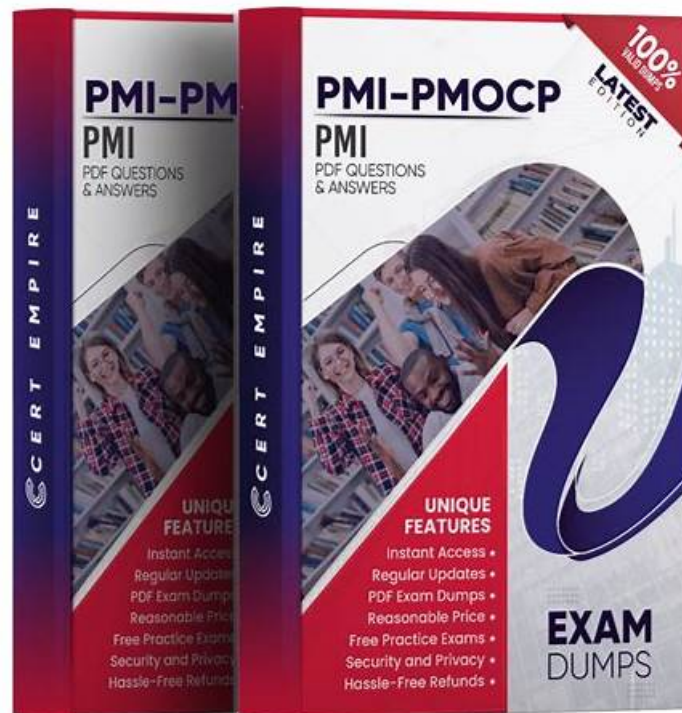


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## PMI Project Management Office Certified Professional Sample Questions (Q12-Q17):

NEW QUESTION # 12

During the planning phase for establishing a PMO, the PMO team encounters resistance from project managers who are concerned about potential bureaucracy and additional workload. The PMO professional recognizes the importance of stakeholder buy-in for successful PMO implementation.

What should the PMO professional do to address these concerns?

- **A. Diagnose the needs and challenges within the organization and tailor the PMO's services and support functions to address those needs.**
- B. Implement a communications management plan to address potential resistance and facilitate the adoption of the PMO within the organization.
- C. Develop a detailed cost-benefit analysis to demonstrate the potential return on investment (ROI) of the PMO to project managers.
- D. Conduct a benchmarking study to identify best practices from successful PMOs in similar organizations.

**Answer: A**

Explanation:

Addressing resistance requires understanding and diagnosing organizational needs and pain points, then customizing PMO services to reduce bureaucracy and support project managers effectively. Tailoring the PMO ensures relevance and increases stakeholder buy-in.

Cost-benefit analyses (Option A), benchmarking (Option C), and communication plans (Option D) are valuable but less effective if not grounded in an understanding of actual organizational challenges.

PMI-PMOCP Governance and Change Management principles highlight stakeholder-centric tailoring and diagnosis as foundational steps.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Change Management PMI PMO Value Ring, Stakeholder Engagement

### NEW QUESTION # 13

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. Identify critical factors that shape PMOs across the energy industry.
- B. Outline the expected benefits of the program's strategy.
- C. Determine the most common risks and pain points in the energy sector.
- **D. Define the PMO scope, authority, roles, and responsibilities.**

**Answer: D**

Explanation:

After establishing vision and strategy, the PMO professional must define the PMO scope, authority, roles, and responsibilities. PMI-PMOCP stresses that clear definition of the PMO's mandate enables effective governance, service delivery, and stakeholder alignment, especially in complex, high-risk industries like nuclear energy.

Understanding risks (option A), benefits (option C), or industry factors (option D) are important but follow the foundational establishment of PMO scope and structure.

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

### NEW QUESTION # 14

The PMO at a large company operating in a highly regulated industry is responsible for defining the project management processes for the company.

Which action should the PMO Professional take to ensure that the processes are adhered to?

- A. Occasionally follow up the process deliverables of the most important projects.
- **B. Execute regular audits to evaluate adherence to the processes.**
- C. Schedule random meetings to follow up the process deliverables.
- D. Trust the project teams to follow the processes and comply with the systems.

**Answer: B**

**Explanation:**

In regulated environments, regular audits are essential to ensure compliance with established project management processes and standards. PMI-PMOCP highlights audits as a key governance tool that verifies adherence, identifies deviations, and enforces accountability.

Relying on trust (option C), occasional follow-ups (option D), or random meetings (option B) lacks the rigor required for regulatory compliance and risks gaps in governance.

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

**NEW QUESTION # 15**

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. Continuously reassess which PMO functions are in scope according to the new organizational changes.**
- C. Regularly review the internal project management methodologies, processes, and tools.
- D. Survey senior management and other PMO stakeholders to evaluate their satisfaction with PMO.

**Answer: B**

**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 # 16**

Senior management at a small company is dissatisfied with project performance and has tasked the PMO with addressing the issue. An organizational project management (OPM) maturity assessment has uncovered significant gaps compared to industry standards.

What should the PMO professional do first?

- A. Plan training and development programs for project team members to fill the competency gaps.
- **B. Develop a roadmap for improving the overall project management maturity within the organization.**
- C. Implement agile project management approaches and tools to improve project performance.
- D. Hire experienced and highly skilled project managers to take over underperforming projects.

**Answer: B**

**Explanation:**

After identifying significant gaps through an OPM maturity assessment, the first step is to develop a strategic roadmap that outlines targeted initiatives to improve maturity. PMI-PMOCP guidance highlights the importance of a structured, phased approach to maturity improvement that includes defining goals, prioritizing actions, and aligning with organizational strategy.

Training (option A), agile adoption (option C), or hiring (option D) can be components of the roadmap but should follow a comprehensive plan to ensure cohesion and sustainability. The roadmap ensures all improvement activities are coordinated, aligned, and measurable, optimizing resource allocation and change management efforts.

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

## NEW QUESTION # 17

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