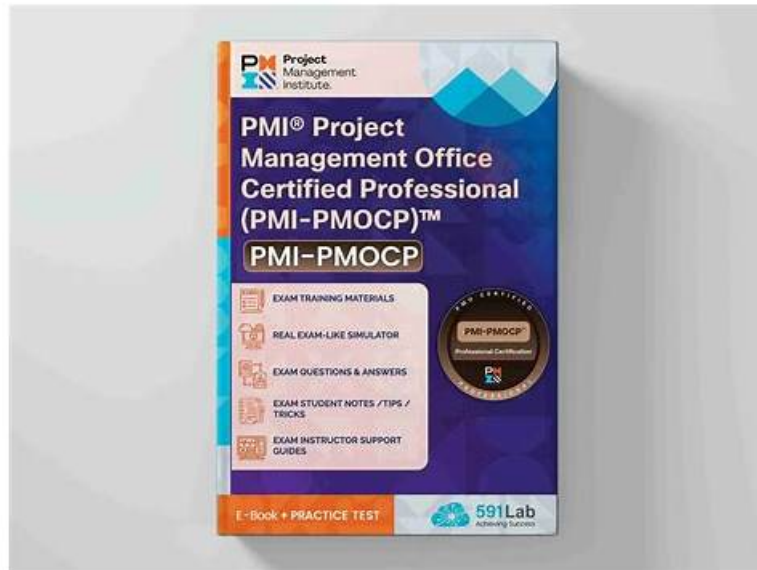


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PMI Project Management Office Certified Professional Sample Questions (Q13-Q18):

NEW QUESTION # 13

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

Answer: C

Explanation:

Personalized coaching focusing on developing leadership skills is the best support to help the PMO professional overcome management and collaboration challenges. Coaching addresses individual development needs in a targeted manner.

Mentoring (Option A) is helpful but broader coaching better addresses leadership competencies. All-hands meetings (Option B) or knowledge-sharing sessions (Option D) are supportive but less personalized.

PMI-PMOCP Lifecycle Management promotes leadership development as essential for PMO team effectiveness.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Leadership Development

NEW QUESTION # 14

A PMO professional receives feedback from project managers indicating that they are not able to secure the necessary project delivery teams in a timely manner.

How should the PMO professional address this issue to improve resource management across projects?

- A. Hire additional project managers to meet the demands of all projects simultaneously.
- B. Delegate resource management responsibilities to individual project managers to maintain autonomy.
- **C. Develop a centralized resource management system that provides visibility into resource availability and allocation.**
- D. Implement a strict resource allocation policy to ensure equitable distribution of resources among projects.

Answer: C

Explanation:

The most effective way to address resource allocation challenges is to implement a centralized resource management system that gives visibility into resource availability, skills, and allocation across projects. This system enables proactive planning, conflict resolution, and optimized resource use.

Delegating resource management to individual project managers (Option B) can perpetuate silos and inefficiencies. Strict policies (Option C) may lack flexibility and fail to consider strategic priorities. Hiring more project managers (Option D) addresses capacity but not visibility or coordination issues.

PMI-PMOCP Lifecycle Management domain highlights centralized resource systems as key to efficient resource utilization and portfolio success.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Resource Management PMI PMO Value Ring, Resource Optimization

NEW QUESTION # 15

A newly appointed PMO professional for a startup specializing in mobile analytics has been tasked with establishing a PMO to streamline project management processes and ensure successful delivery.

Which step should the PMO professional prioritize to gain approval from the CEO to sponsor the initiative?

- **A. Work with the CEO to identify and understand the needs and goals of the company's potential PMO customers.**
- B. Draft a project charter to outline the benefits and objectives of the PMO and have it approved by the sponsor.
- C. Implement PMO processes immediately to demonstrate the potential benefits and get buy-in.
- D. Analyze potential risks and mitigation strategies associated with the PMO functions and services.

Answer: A

Explanation:

Gaining CEO sponsorship requires collaborating with the CEO to understand business needs and PMO customer goals, ensuring the PMO's design is relevant and aligned. PMI-PMOCP highlights stakeholder engagement and strategic alignment as prerequisites to securing executive buy-in and support.

Drafting a charter (option A) or analyzing risks (option B) is important but should follow needs assessment.

Implementing processes prematurely (option C) risks resistance without buy-in.

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

NEW QUESTION # 16

A PMO professional observes that there is a lack of alignment among project priorities and the organizational strategic goals. What should the PMO professional do first?

- A. Develop a prioritization framework that considers both project objectives and their alignment with strategic goals.
- B. Conduct a comprehensive review of organizational strategic goals and the project portfolio to identify alignment gaps.
- C. Schedule regular meetings between project managers and executive leadership to ensure ongoing alignment with strategic goals.
- D. Provide recommendations based on PMO expertise for aligning project priorities with strategic goals.

Answer: A

Explanation:

In the PMI-PMOCP Strategic Alignment domain, addressing misalignment requires establishing clear, objective prioritization criteria. Developing a prioritization framework (Option A) is the first step because it provides a repeatable, transparent mechanism to evaluate projects relative to strategic goals, ensuring resources focus on the highest-value initiatives.

While understanding current gaps (Option C) and scheduling meetings (Option B) support ongoing alignment, they are secondary to having a formalized method. Recommendations (Option D) are more effective once a framework exists.

PMI guidance highlights that PMOs should institutionalize prioritization frameworks to translate strategy into execution and maintain alignment consistently.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Portfolio and Prioritization Sections PMI PMO Value Ring, Strategic Execution

NEW QUESTION # 17

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

Answer: C

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 # 18

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