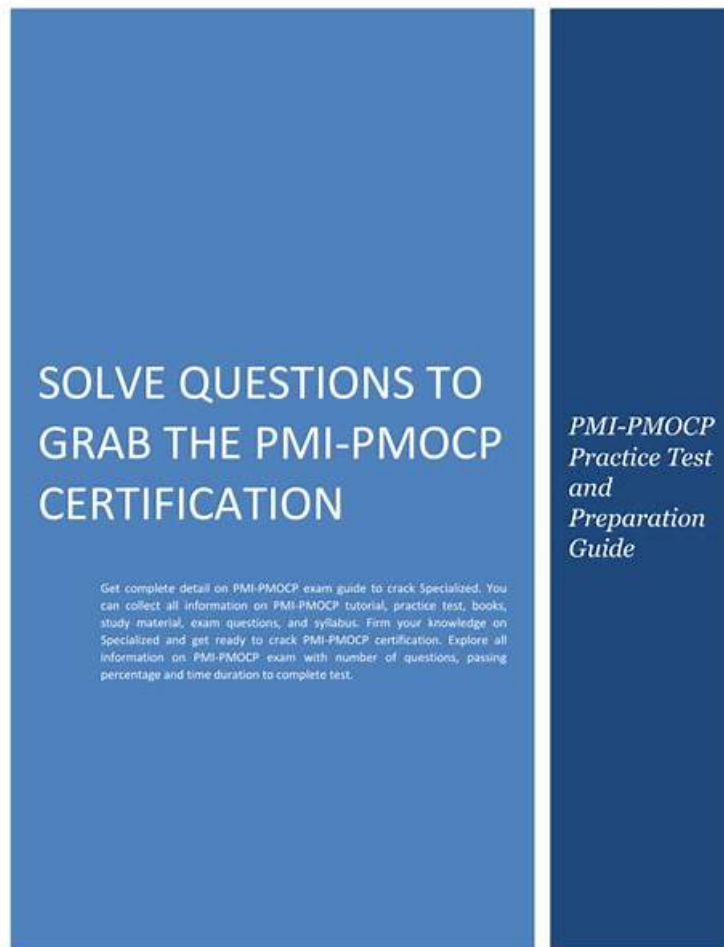


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## PMI Project Management Office Certified Professional Sample Questions (Q110-Q115):

### NEW QUESTION # 110

A PMO was recently established to support the organization's new strategy following a global restructuring process. Which two actions should the PMO leader take to effectively identify the expectations of PMO customers? (Choose 2)

- A. Review existing PMO guidelines and processes to ensure alignment with assumed customers' needs.
- B. Analyze past performance reports of the company's projects to create a catalog of services for the PMO.
- C. Establish a feedback loop with PMO customers to continuously gather insights on how the PMO can better support their needs.
- D. Conduct one-on-one interviews with C-suite executives to understand their strategic goals and how the PMO can support achieving them.
- E. Survey all employees to gather general feedback on the PMO's role and impact on the organization.

**Answer: C,D**

Explanation:

Effectively identifying PMO customer expectations requires direct engagement with key stakeholders.

Establishing continuous feedback loops (Option C) promotes ongoing communication and responsiveness.

Conducting one-on-one interviews with executives (Option D) ensures strategic alignment and understanding of top-level goals.

Reviewing guidelines or past reports (Options A and B) provides context but does not substitute for direct stakeholder input.

Surveying all employees (Option E) is broad and less focused on PMO customers.

PMI-PMOCP Governance emphasizes stakeholder engagement and feedback as foundational for service alignment.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

### NEW QUESTION # 111

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

**Answer: C**

Explanation:

Within the Governance domain of PMI-PMOCP, addressing tool-related issues requires active stakeholder engagement and open communication. Scheduling feedback meetings with project managers (Option C) allows the PMO professional to gather detailed, actionable information about specific usability challenges, prioritize them, and then coordinate solutions.

Jumping directly to training (Option A) might miss underlying issues with the software itself. Meeting with developers (Option B) without clear user input can lead to unfocused fixes. Escalating (Option D) prematurely risks damaging trust and does not solve the root problem.

PMI guidance highlights the importance of facilitating two-way communication and incorporating user feedback as a foundation of effective governance and continuous improvement.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance and Stakeholder Engagement Sections PMI PMO Value Ring, Feedback and Continuous Improvement

### NEW QUESTION # 112

A PMO professional in a large pharmaceutical company recognizes the need to balance delivering immediate value through quick-win services while also "seeding" services that will generate long-term value to sustain executive support.

What is the most effective strategy the PMO professional should implement?

- A. Focus exclusively on short-term services such as reporting improvements to demonstrate immediate value and defer long-term services.
- B. Tailor services case by case without a defined strategy, adjusting based on implementation timelines.
- C. Prioritize only long-term services such as portfolio management and benefits realization, as these ensure sustained organizational growth.
- **D. Develop a service strategy that combines quick-win services with long-term value services to ensure both immediate impact and sustained benefits.**

**Answer: D**

Explanation:

PMI-PMOCP strongly advocates for a balanced PMO service portfolio that delivers both short-term and long-term value. Executive support is sustained not only by strategic foresight but also by visible, early results. A hybrid approach ensures the PMO demonstrates relevance quickly while building capabilities that support future organizational maturity.

Quick-win services—such as improved reporting, dashboards, or delivery support—help establish credibility and confidence among executives. At the same time, long-term services—such as portfolio management, benefits realization, and strategic alignment—embed sustainable value and maturity across the organization.

Focusing exclusively on long-term outcomes (Option A) risks losing executive sponsorship due to delayed visible benefits.

Concentrating only on short-term gains (Option B) undermines strategic maturity. An ad hoc approach (Option D) lacks governance and consistency.

PMI-PMOCP guidance emphasizes that successful PMOs intentionally design service roadmaps that balance immediate impact with future value, ensuring ongoing executive sponsorship and organizational relevance.

References: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI-PMOCP Study Guide - PMO Value Delivery & Service Strategy

#### **NEW QUESTION # 113**

A mid-sized technology company has established a PMO to improve project delivery and governance. The company's leadership has tasked the PMO professional with assessing the current effectiveness of the PMO and identifying areas for improvement. How should the PMO professional proceed to fulfill this request?

- A. Host quarterly team-building events to foster collaboration and camaraderie among PMO customers.
- B. Implement a project management software tool to streamline project tracking and reporting processes in real time.
- C. Conduct employee satisfaction surveys throughout the organization to gauge how happy they are with the performance of the PMO.
- **D. Evaluate the maturity and capability of the PMO in performing each service it needs to deliver the benefits required.**

**Answer: D**

Explanation:

Evaluating the maturity and capability of the PMO services directly addresses effectiveness and identifies improvement areas. PMI-PMOCP stresses that such maturity assessments provide objective measures of PMO performance against expected outcomes, guiding targeted development efforts.

Software implementation (option A) or team-building events (option D) are supportive but do not provide diagnostic insights.

Employee satisfaction surveys (option B) may provide partial feedback but lack the comprehensive scope of maturity evaluation.

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

#### **NEW QUESTION # 114**

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

**Answer: A**

Explanation:

Direct engagement through a meeting to understand stakeholder concerns is the recommended approach.

PMI-PMOCP stresses active listening and open dialogue as key techniques for resolving resistance, building trust, and finding collaborative solutions that align project and stakeholder interests.

Escalating prematurely (option A) or ignoring concerns (option D) risks damaging relationships and project success. Delegating the issue (option C) may fragment accountability.

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

## NEW QUESTION # 115

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