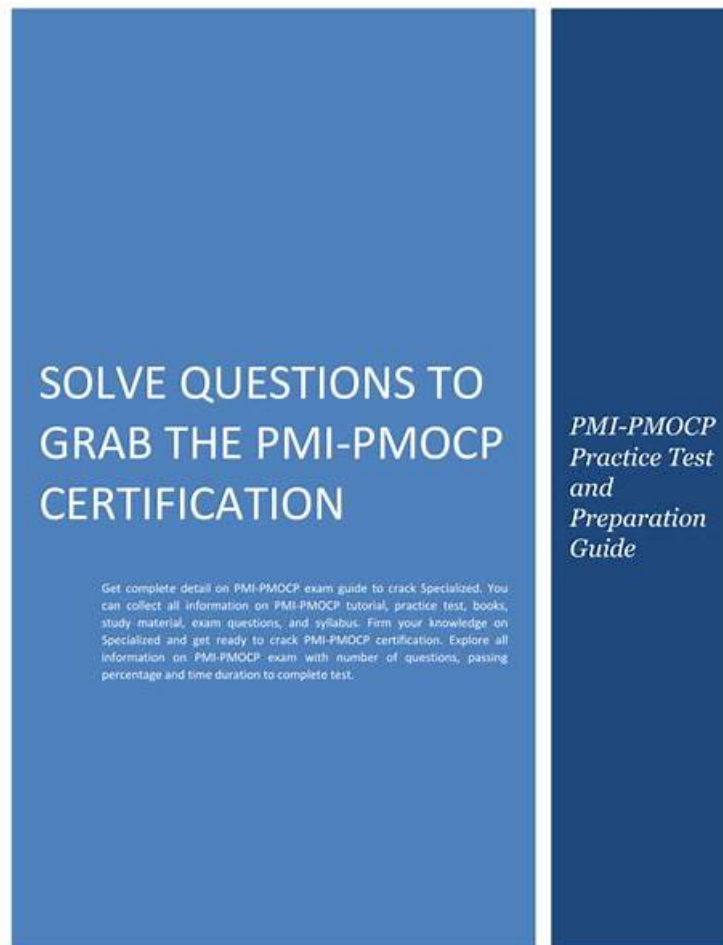


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## PMI Project Management Office Certified Professional Sample Questions (Q121-Q126):

### NEW QUESTION # 121

In a pharmaceutical company, several scope changes were requested on major strategic initiatives. After analysis, it seems that several project managers did not apply a proper stakeholder assessment during the preparation of the projects. What should the PMO professional do first to address this issue?

- A. Review the selection of project managers for strategic initiatives to ensure they are sufficiently trained.
- **B. Investigate why the project managers have not conducted proper stakeholder assessments.**
- C. Provide specific training to project managers on stakeholder engagement and ensure they apply it in future projects.
- D. Send a reminder to the PMO community to clarify the importance of stakeholder engagement.

**Answer: B**

Explanation:

The Governance domain underscores the importance of understanding root causes before implementing corrective actions.

Investigating why project managers failed to conduct proper stakeholder assessments (Option A) allows the PMO professional to identify systemic issues such as unclear processes, lack of training, or other barriers.

Sending reminders or providing training (Options B and D) are appropriate but should follow the investigation to target solutions effectively. Reviewing project manager selection (Option C) is relevant but secondary and may not address process or knowledge gaps.

PMI standards stress the value of diagnosis and root cause analysis as the first step in governance-related corrective actions.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder Management Sections PMI PMO Value Ring, Governance and Compliance

### NEW QUESTION # 122

A PMO professional is acting as the PMO leader temporarily in a well-established and mature PMO unit. In this role, a PMO professional receives an escalation from the portfolio manager that a new business stakeholder's activity is overlapping with key portfolio management functions.

What should the PMO professional do to resolve this issue?

- A. Assess the conflict resolution portion of the compliance code of conduct.
- B. Train the new business stakeholder on the organization's key values.
- **C. Review the adopted PMO charter with the portfolio manager and the new stakeholder.**
- D. Refer the portfolio manager to the approved project charter.

**Answer: C**

Explanation:

The PMO charter defines the PMO's roles, responsibilities, and boundaries. PMI-PMOCP stresses reviewing the charter with involved parties to clarify roles and resolve overlaps or conflicts, reinforcing governance and accountability.

Training on values (A), conflict resolution codes (C), or project charters (D) are less direct for resolving PMO governance overlap issues.

Reference: PMI-PMOCP Study Guide, Chapter on Governance and PMO Charter.

### NEW QUESTION # 123

A PMO professional notices that the project managers are not adhering to the established project management guidelines within the organization. What actions should the PMO professional take to address this issue effectively?

- A. Conduct a survey with project managers to understand their challenges, then create a customized action plan to address the gaps.
- B. Distribute updated manuals and provide additional project management training sessions to the project managers.
- C. Revise the current guidelines based on their knowledge and experience to ensure the guidelines are more practical.
- D. Escalate the issue to the project sponsors to enforce the project managers' adherence to the guidelines.

**Answer: A**

Explanation:

Within the PMI-PMOCP Governance domain, the PMO professional's responsibility is to ensure compliance through understanding and collaboration rather than unilateral enforcement. When project managers are not following guidelines, the first step is to engage with them to understand the root causes of non-adherence. This can include process complexity, lack of awareness, or practical challenges.

Conducting a survey or assessment (Option D) aligns with best practices for continuous improvement and stakeholder engagement. It enables the PMO to tailor solutions—such as training, process adjustments, or communication improvements—based on actual feedback rather than assumptions.

Options A and B, though seemingly proactive, risk missing the real issues if implemented without input.

Revising guidelines without stakeholder consultation (Option A) can lead to ineffective or resisted changes.

Distributing manuals and training (Option B) is useful only if it addresses identified gaps. Escalating directly to sponsors (Option C) should be a last resort, as it may create resistance and harm relationships.

This approach is consistent with PMI's emphasis on governance through collaboration, communication, and continuous process improvement, as outlined in the PMO governance frameworks.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

#### **NEW QUESTION # 124**

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

**Answer: D**

Explanation:

Gap analysis is a foundational strategic alignment tool within PMO practice. According to the PMI-PMOCP framework, the purpose of gap analysis is to compare the organization's current project management maturity and capabilities against desired or industry-standard maturity models. This comparison identifies specific deficiencies or gaps in processes, skills, tools, or governance. The output of the gap analysis informs a targeted improvement plan designed to address these gaps effectively, thereby progressing the organization's maturity in a structured and measurable manner. This aligns project management capabilities with organizational strategy and goals, ensuring the PMO delivers greater value and effectiveness.

The exercise is not primarily focused on acquiring new software (option A), benchmarking (option C), or reassigning personnel (option D), although these may be byproducts or related activities. The core intent is the identification of improvement areas to create a roadmap for advancing project management maturity, which leads to better project outcomes and strategic alignment.

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 # 125**

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

**Answer: A**

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 # 126

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