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## PMI Project Management Office Certified Professional Sample Questions (Q102-Q107):

### NEW QUESTION # 102

The organization's PMO intends to transform its role into an agility-driven PMO. Which option should the PMO leader take to help the PMO become more agile?

- A. Establish a process for collecting new ideas to improve PMO services for customers.
- B. Introduce a collaborative software platform to streamline team communication.
- **C. Collaborate with PMO customers to develop and prioritize a comprehensive product backlog.**
- D. Implement the Scrum framework within the agile teams to enhance collaboration.

**Answer: C**

Explanation:

Transforming a PMO into an agility-driven entity requires embracing agile principles of flexibility, responsiveness, and customer collaboration. PMI-PMOCP emphasizes collaborating with customers to develop and prioritize a product backlog as a foundational agile practice. This backlog reflects customer needs, enabling the PMO to deliver incremental value and adapt priorities dynamically. While establishing idea collection (option B), adopting Scrum (option C), and improving communication tools (option D) support agility, the product backlog represents the central mechanism for agile planning and delivery. It aligns the PMO's work with stakeholder priorities and fosters iterative improvement.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Agile Practices in the PMO.

### NEW QUESTION # 103

A PMO professional at a large IT company needs to assess the maturity of the PMO. What should the PMO professional review?

- A. Assess the organization's different maturity models.
- B. Assess the organization's alignment with the culture.
- C. Assess the maturity of each PMO function separately.
- **D. Assess the organization's project management maturity.**

**Answer: D**

Explanation:

PMO maturity is closely linked to the overall project management maturity of the organization, reflecting the maturity of processes, tools, and competencies that the PMO supports. Assessing project management maturity provides insights into strengths and gaps impacting the PMO.

While assessing PMO functions (Option C) and cultural alignment (Option B) are important, they are components within broader project management maturity. Reviewing different maturity models (Option A) is less focused.

PMI-PMOCP Lifecycle Management promotes organizational project management maturity as a key metric.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Organizational Project Management (2014)

PMI PMO Value Ring, Maturity and Capability

### NEW QUESTION # 104

After identifying the needs and expectations of PMO customers, the PMO professional recommends introducing a new service to effectively meet these needs within the specified timeframe. However, new regulations were recently introduced, and the company must comply with them before launching the new PMO service, which will affect the timeline for its implementation. What should the PMO professional do?

- A. Cancel the service implementation altogether to avoid any potential compliance risks.
- B. Proceed with the original timeline in order to meet the PMO customer expectations.
- C. Delay the introduction of the service until the regulations are fully implemented.
- **D. Assess the impact of the new regulations on the timeline and communicate changes to PMO customers.**

**Answer: D**

Explanation:

PMO professionals must ensure compliance with regulations while managing stakeholder expectations. The best approach is

to assess the impact of the new regulations on the project timeline and proactively communicate these changes to PMO customers (Option B). This maintains transparency, manages expectations, and supports compliance. Delaying the service indefinitely (Option A) or canceling it outright (Option C) may be unnecessarily restrictive. Proceeding without adjustments (Option D) risks non-compliance. PMI-PMOCP Governance principles emphasize risk and compliance management coupled with effective stakeholder communication.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Compliance and Communication PMI PMO Value Ring, Risk and Compliance Management

### NEW QUESTION # 105

An organization is forming a PMO. The team responsible for running the PMO is being recruited; it includes a mix of people from internal departments and external resources. One of the team members hired to work on the PMO has a lack of experience in certain services of the PMO that will be included in their assignment. What should the PMO professional do?

- A. Provide a self-training plan so that the new team member can study PMO theory at their own pace.
- B. Provide intensive training on the functional departments of the company and their particularities.
- **C. Assign an experienced member from the PMO to mentor the less-experienced team member.**
- D. Assign a team from the PMO to train the new member to enhance their performance.

**Answer: C**

Explanation:

Assigning a mentor from the PMO to the less-experienced team member accelerates learning, provides ongoing guidance, and enhances integration. PMI-PMOCP highlights mentoring as a best practice for knowledge transfer and skill development, especially in complex, service-oriented PMOs.

Intensive training (option A) and team-based training (option D) are valuable but mentoring provides continuous, personalized support. Self-study (option C) lacks real-time feedback and interaction.

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

### NEW QUESTION # 106

A well-established PMO in the banking sector has decided to evolve the company's current project management practices as an element of its mandate to drive organizational project management maturity. However, the proposed changes were received with skepticism by the leadership team due to concerns about the impact on delivery throughput. The PMO professional was asked to address these concerns. How should the PMO professional begin to address this issue?

- A. Deliver training sessions, which are already within the PMO mandate, and work toward achieving higher project management maturity through them.
- B. Prepare a detailed communication with Q&A about streamlining the current project management practices.
- C. Develop a map of proposed changes that do not affect delivery speed and resubmit the proposal to the leadership team.
- **D. Demonstrate success stories of accelerated project delivery from more mature organizations to the leadership team.**

**Answer: D**

Explanation:

When faced with resistance to change, especially from leadership concerned about impacts on project delivery, a PMO professional should build credibility and alignment by demonstrating evidence-based outcomes. PMI-PMOCP guidance emphasizes the importance of using real-world success stories from more mature organizations to show how improved project management practices can accelerate delivery, reduce risk, and enhance overall performance. This approach helps alleviate fears rooted in uncertainty and illustrates tangible benefits.

Simply redesigning proposals to avoid affecting delivery speed (option A) may not convince leadership without proof. Training sessions (option C) and communications (option D) are supportive but less persuasive initially. Demonstrating accelerated delivery through examples aligns with the strategic alignment role of the PMO, influencing leadership buy-in and fostering organizational maturity advancement.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-

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