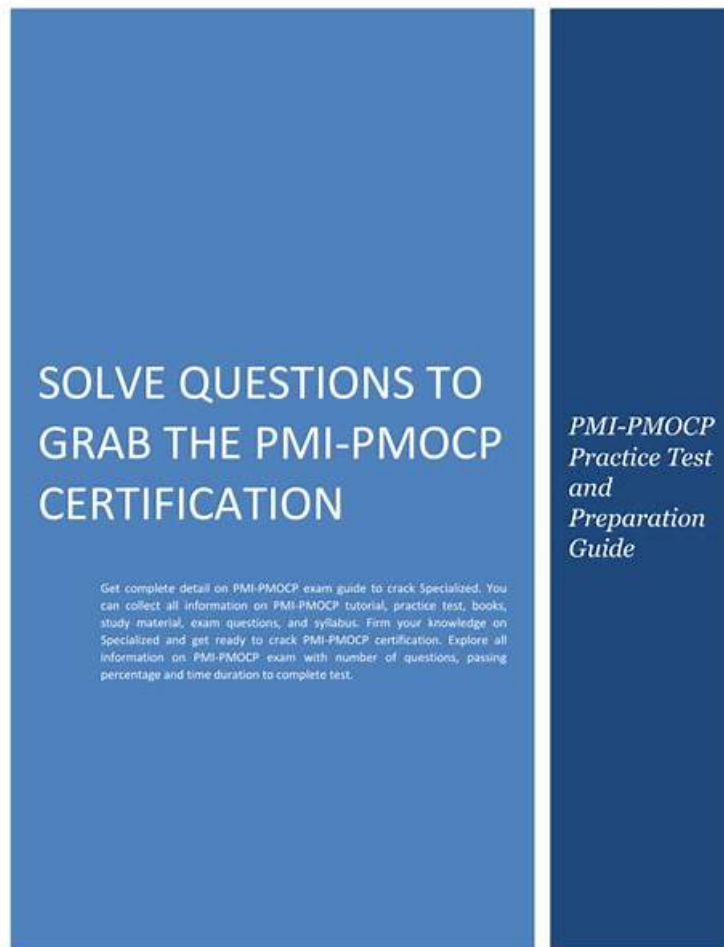


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PMI Project Management Office Certified Professional Sample Questions

(Q15-Q20):

NEW QUESTION # 15

Over the past 5 years, the enterprise PMO (EPMO) has grown and consistently exceeds expectations. It receives excellent customer feedback, with customers regularly sharing their successes across the organization, increasing the PMO's influence. The CEO has tasked the PMO professional with advancing the organization's digital transformation in project management to the next level.

How should the PMO professional elevate the digital transformation culture in project management?

- A. Prepare a roadmap of new digital initiatives to be implemented in the upcoming years.
- **B. Identify the most engaged PMO customers and invite them to experiment with new digital initiatives.**
- C. Conduct a benchmark analysis to identify emerging digital technologies.
- D. Analyze the needs of different PMO customers to understand which digital solutions could be required.

Answer: B

Explanation:

Driving digital transformation effectively starts with engaging the most engaged customers to pilot and experiment with new digital initiatives, creating early success stories and advocates. This approach helps build momentum, gathers practical feedback, and drives adoption.

Benchmarking (Option B), needs analysis (Option C), and roadmapping (Option D) are important but typically follow the initial experimental phase.

PMI-PMOCP Strategic Alignment emphasizes customer engagement and incremental innovation to foster transformation culture.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Innovation and Digital Transformation PMI PMO Value Ring, Digital Enablement

NEW QUESTION # 16

A company has a history of struggling to deliver projects on time and within budget. The PMO professional has been tasked with assessing the maturity and capability of the PMO in order to develop a plan for improvement.

What should the PMO professional do?

- A. Interview PMO team members and stakeholders and record their suggestions.
- B. Hire a consultant to conduct a PMO maturity assessment.
- C. Review the PMO documentation for information on PMO maturity models.
- **D. Conduct a self-assessment using a PMO maturity model.**

Answer: D

Explanation:

Conducting a self-assessment using a recognized PMO maturity model enables the PMO professional to objectively evaluate current capabilities, identify gaps, and plan improvements. This approach promotes ownership and continuous improvement.

Reviewing documentation (Option A) or interviewing stakeholders (Option B) are valuable but less structured. Hiring consultants (Option C) might be costly and unnecessary if internal capability exists.

PMI-PMOCP Lifecycle Management advocates self-assessment as a starting point for maturity enhancement.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Maturity Assessment PMI PMO Value Ring, Continuous Improvement

NEW QUESTION # 17

The project sponsor and the manufacturing director of a PMO-managed project have different opinions about the development of a new order-tracking system.

What should the PMO professional do to avoid this situation in the future?

- A. Advise executives to complete a roles and responsibility matrix in the project planning.
- **B. Involve key stakeholders to ensure that requirements are not overlooked.**
- C. Ensure that the project sponsor has approved the requirements.

- D. Develop an effective project scope and change control process during project planning.

Answer: B

Explanation:

Conflicting opinions among key stakeholders typically arise when stakeholders are not effectively engaged during requirements gathering and project planning. Involving all key stakeholders early (Option B) helps ensure comprehensive requirements, reduces misunderstandings, and fosters alignment.

While scope and change control processes (Option A) are necessary, they do not replace stakeholder engagement. Roles matrices (Option C) and approvals (Option D) support governance but do not proactively prevent requirements misalignment.

PMI-PMOCP Governance practices highlight early stakeholder involvement as a key success factor.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

NEW QUESTION # 18

The board of directors wants to oversee the company's strategic portfolio of capital projects. The PMO will support the portfolio management.

What should the PMO professional do to ensure that the portfolio's alignment to strategy meets the executives' expectations?

- A. Develop a feedback loop so executives can provide their perceptions of service outcomes.
- B. Implement a portfolio management software for tracking progress.
- **C. Define the proper portfolio alignment to the company's strategy.**
- D. Establish a benefits realization process to ensure aligned business outcomes.

Answer: C

Explanation:

Ensuring portfolio alignment starts with defining what strategic alignment means for the company and portfolio. This definition sets the criteria and expectations for how projects and programs contribute to strategic objectives.

Benefits realization (Option B), tracking software (Option C), and feedback mechanisms (Option D) support alignment but are secondary steps that depend on a clear, agreed-upon definition.

PMI-PMOCP Strategic Alignment domain stresses the importance of explicit alignment frameworks to guide portfolio decisions.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Strategic Alignment PMI PMO Value Ring, Strategic Portfolio Management

NEW QUESTION # 19

A PMO professional for an engineering company conducted an assessment to collect the benefits expectations of PMO stakeholders. With their input, several services have been defined.

What should the PMO professional do to maximize the chances of success in rolling out these services to PMO customers?

- A. Apply a phased approach for rolling out the PMO service offerings with metrics to monitor the progress.
- B. Engage with PMO stakeholders to collect further input and get a deeper understanding of their requirements.
- **C. Prioritize quick wins in the initial phases of the implementation to demonstrate early success.**
- D. Develop detailed contingency plans for potential risks identified in later phases of the implementation.

Answer: C

Explanation:

Prioritizing quick wins early in service rollout builds momentum, gains stakeholder confidence, and demonstrates tangible benefits that help sustain support for further implementation.

While contingency planning (Option B) and phased approaches with metrics (Option C) are valuable, early visible successes are critical. Further stakeholder engagement (Option D) is important but should follow initial implementation to maintain focus.

PMI-PMOCP Lifecycle Management recommends quick wins as a strategy to accelerate adoption.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

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