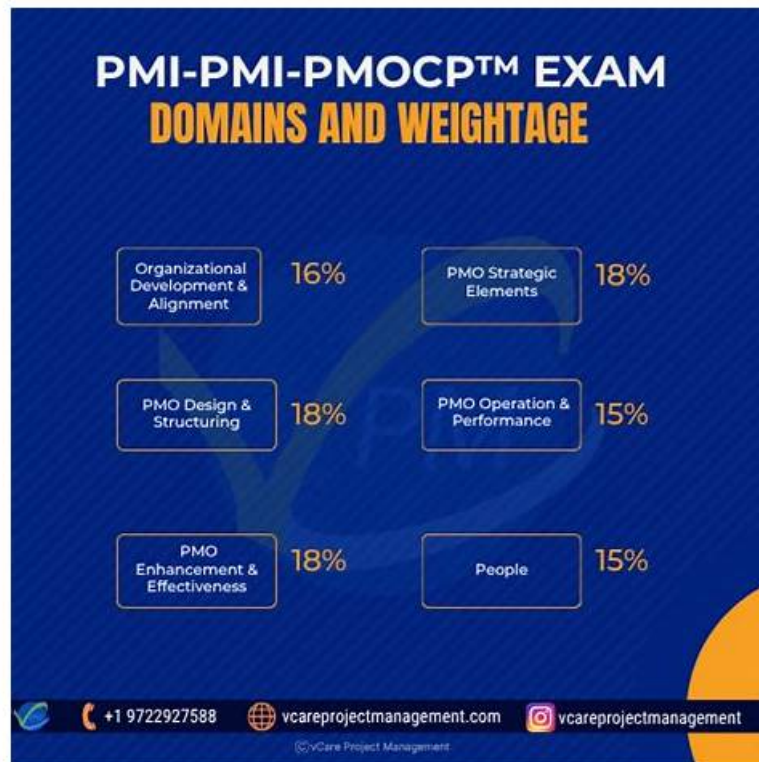


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PMI Project Management Office Certified Professional Sample Questions (Q121-Q126):

NEW QUESTION # 121

A PMO professional has been hired to establish a PMO within an organization. However, upon starting, they discovered that a PMO had already been implemented a few years ago but was shut down due to its failure to generate perceived value at the executive level.

What approach should the PMO professional take when beginning this task?

- A. Concentrate on delivering short-term wins and minimize the time spent analyzing the reasons for the previous PMO's failure.
- B. Prioritize selecting industry-recognized tools and methodologies to demonstrate the value of the PMO quickly.
- **C. Investigate the root causes of the previous PMO's failure and identify any residual resistance that might affect the new initiative.**
- D. Adopt a well-known PMO framework from a leading publication to ensure a structured approach and avoid past mistakes.

Answer: C

Explanation:

Before designing or implementing a new PMO, it is essential to investigate the root causes of the previous PMO's failure and understand any cultural or organizational resistance. This ensures that the new PMO addresses fundamental issues rather than repeating past mistakes.

Focusing solely on quick wins (Option A) without diagnosis risks superficial fixes. Adopting frameworks (Option C) or tools (Option D) without contextual understanding may miss critical factors that contributed to failure.

PMI-PMOCP stresses the importance of organizational diagnosis and stakeholder analysis as foundational steps for sustainable PMO success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), PMO Establishment and Change Management PMI PMO Value Ring, Organizational Readiness and Change

NEW QUESTION # 122

In an organization, the executives focus mainly on project operational deliverables. How should the PMO professional support the executives in fostering a business-value-driven perspective?

- **A. Implement a benefits realization management process.**
- B. Transition from a PMO into a value management office (VMO).
- C. Support portfolio management by establishing connections among deliverables and expected outcomes.
- D. Promote awareness of using an efficiency approach for the management of the organization's projects.

Answer: A

Explanation:

Implementing a benefits realization management process is key to shifting the focus from operational deliverables to business value. This process tracks and ensures that projects deliver tangible, measurable benefits aligned with strategic goals.

Promoting efficiency (Option A) is important but does not explicitly connect deliverables to business value.

Transitioning to a VMO (Option B) is a structural change that may not be feasible. Supporting portfolio management (Option D) helps but benefits realization provides a direct mechanism.

PMI-PMOCP Strategic Alignment domain highlights benefits realization as a critical enabler of value-focused project governance.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Benefits Realization Management (2019)

PMI PMO Value Ring, Value Management

NEW QUESTION # 123

A PMO professional is supporting project managers who are engaged in launching a new advertising campaign for a marketing agency. One of the project managers seeks guidance on effectively managing the stakeholders to ensure project success and client satisfaction.

What should the PMO professional do?

- A. Prioritize communication efficiency by limiting communication to weekly stakeholder surveys focused on stakeholders' concerns.

- B. Keep communication with stakeholders at a high level to avoid overwhelming them with too many project details.
- C. Tailor communications to the stakeholders who are directly impacted by the project outcomes.
- **D. Maintain multiple lines of communication with all stakeholders to gather feedback, address concerns, and develop solutions.**

Answer: D

Explanation:

Effective stakeholder management requires active engagement, open communication, and responsiveness.

PMI-PMOCP underscores the importance of maintaining multiple communication channels to ensure stakeholders are heard, concerns are addressed promptly, and collaborative solutions are developed. This approach builds trust, manages expectations, and supports project success.

Tailoring communication (option A) is important but should not limit interaction only to directly impacted stakeholders. High-level communication (option B) or limiting communications to surveys (option C) risks missing critical feedback and decreases engagement. Multiple communication lines enable dynamic, adaptive stakeholder management.

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

NEW QUESTION # 124

A junior team member is assigned to a project that uses a unique, in-house methodology. What should the PMO professional do to ensure the junior team member is productive within the shortest possible time?

- **A. Assign a more senior team member to mentor and guide the junior team member.**
- B. Schedule a refresher training on the methodology for all project team members.
- C. Provide the junior team member with the methodology study guide for self-study.
- D. Monitor the performance of the junior team member and provide training when required.

Answer: A

Explanation:

Assigning a mentor to a junior team member accelerates learning and integration, especially with unique or complex methodologies. PMI-PMOCP recognizes mentoring as an effective knowledge transfer and support mechanism, fostering quicker adaptation and improved performance.

While monitoring (option A) and training (option D) are useful, mentorship provides continuous, contextual guidance. Self-study (option B) alone may be insufficient for rapid proficiency.

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 # 125

During the execution phase of the project, the PMO professional notices that a project team is consistently falling behind schedule. Despite the best efforts of the PMO to provide additional resources and support, the team continues to struggle with meeting the deliverables. The PMO professional determines that the root cause of the delays is poor communication among team members. Which two tasks should the PMO professional take? (Choose 2)

- **A. Implement project management software to facilitate real-time collaboration and communication among team members.**
- B. Reallocate additional resources from other project teams to compensate for the delays and ensure timely completion.
- C. Replace some resources from the project team to make collaboration among the team more efficient.
- **D. Provide a series of project management training sessions to improve communication skills and foster better teamwork.**
- E. Escalate the issue to senior management and request additional budget for outsourcing certain project tasks to external vendors.

Answer: A,D

Explanation:

Addressing poor communication requires a combination of enabling tools and skill development.

Implementing project management software (Option A) provides technological support for real-time collaboration, while targeted training (Option D) builds communication competencies and teamwork culture.

Replacing team members (Option C) may be disruptive and should be a last resort. Adding more resources (Option B) or escalating for outsourcing (Option E) addresses symptoms but not the root cause.

PMI-PMOCP Lifecycle Management stresses the importance of identifying root causes and implementing multifaceted solutions for team performance issues.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Team Performance and Communication PMI PMO Value Ring, Resource and Communication Management

NEW QUESTION # 126

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