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## PMI Project Management Office Certified Professional Sample Questions (Q86-Q91):

### NEW QUESTION # 86

A PMO software tool was introduced 6 months ago to give PMO customers a comprehensive portfolio overview. The PMO professional recently received feedback indicating that customers are having difficulty navigating the tool and locating the necessary dashboards.

What should the PMO professional have done to prevent this issue?

- A. Organized specific training sessions for PMO customers on how to use the software.
- B. Interviewed PMO customers regarding the dashboards they would use regularly.
- C. Surveyed PMO customers regarding the most valuable functions to implement in the software.
- D. Presented the benefits of the software to PMO customers across multiple communication channels.

**Answer: A**

Explanation:

Introducing new tools requires proper change management practices including training and user enablement.

PMI-PMOCP emphasizes that PMO professionals must organize targeted training sessions to ensure users can effectively navigate and utilize new software.

Training reduces resistance, increases user adoption, and helps customers fully benefit from the tool's capabilities. While communicating benefits (option A), surveying functionality (option B), or interviewing users (option D) are useful steps, none replace the essential hands-on training required to build proficiency and confidence.

By proactively providing training, the PMO professional ensures smoother transitions, better tool utilization, and overall improved governance and portfolio reporting effectiveness.

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

### NEW QUESTION # 87

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

**Answer: A**

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

PMI Practice Standard for Project Management Offices (2013), Service Implementation PMI PMO Value Ring, Change Management

### NEW QUESTION # 88

A PMO professional is leading a new PMO that aims to enhance organizational PMO maturity. When the PMO professional presents the roadmap to the board of directors, one of the executives says that no resources are available to work with the PMO.

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

- A. Assess previous project plans to calculate the number of resources required.
- B. Include a management reserve in the plan to recruit resources when needed.

- C. Engage with key stakeholders during planning to evaluate the project resources.
- D. Invite the executive to engage with the board to understand the resource requirements.

**Answer: C**

Explanation:

To avoid resource constraints, the PMO professional should engage with key stakeholders early during planning to assess and secure necessary resources. PMI-PMOCP emphasizes stakeholder involvement to identify realistic resource availability, negotiate commitments, and align expectations.

Inviting executives to engage (option A) or including management reserves (option C) may help but do not replace upfront stakeholder collaboration. Assessing past plans (option D) provides data but lacks stakeholder negotiation, which is critical for resource allocation.

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

### NEW QUESTION # 89

A PMO professional leading a global PMO wants to ensure that the PMO's services continue to evolve and deliver value to customers.

Which approach best supports the PMO professional in achieving this goal?

- A. Implement a continuous improvement process to regularly update the PMO methodologies.
- B. Adopt the latest project management methodologies, including training for project managers.
- C. Benchmark the PMO's performance against other PMOs in the industry to ensure continuous improvement.
- D. Establish regular communication channels with PMO customers to understand their evolving needs.

**Answer: D**

Explanation:

Establishing regular communication channels with PMO customers ensures ongoing feedback and insight into evolving needs, allowing the PMO to adapt its services effectively. PMI-PMOCP emphasizes stakeholder engagement as critical to sustaining PMO relevance and value delivery.

While continuous improvement (option A), methodology updates (option C), and benchmarking (option D) are useful, direct communication with customers is foundational for identifying what improvements are necessary.

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

### NEW QUESTION # 90

A well-established PMO unit is transforming from a traditional mix of controlling and directive functions to a customer-centric service model. The company culture is very hierarchical and the PMO professional faces some challenges ahead.

Which action should the PMO professional prioritize given the fundamental role of PMOs?

- A. Transform the PMO governance and processes to facilitate decision-making.
- B. Foster collaboration among key stakeholders so they become change agents for the process.
- C. Evaluate the current portfolio management software tool to align with the new services.
- D. Build a service-oriented PMO value proposition into the new PMO charter.

**Answer: D**

Explanation:

The PMI-PMOCP Strategic Alignment domain clearly positions the PMO's value proposition as the cornerstone of its identity and alignment with organizational needs. When transitioning toward a customer-centric service model—especially in hierarchical cultures—the PMO must first formalize and communicate its new value proposition in the PMO charter or similar foundational documents.

This formalization ensures clarity of purpose, aligns expectations, and legitimizes the PMO's evolving role.

While governance transformation (Option C) and fostering collaboration (Option D) are important steps, they should come after establishing a clear value proposition. Evaluating tools (Option A) is tactical and less impactful without strategic alignment.

PMI standards emphasize that a PMO's transformation starts with defining and communicating its value in a way that resonates with stakeholders and aligns with organizational strategy.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

## NEW QUESTION # 91

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