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PMI Project Management Office Certified Professional Sample Questions (Q103-Q108):

NEW QUESTION # 103

The executive team is concerned with the performance of a PMO. Some customers have complained that service delivery is inconsistent.

What should the PMO professional do first to address these concerns?

- **A. Meet with customers and check if a reassessment of expectations is needed.**
- B. Increase the number of PMO services offered to its customers.
- C. Review the service quality metrics for customers regularly to drive consistency.
- D. Present the PMO's benefits realized to the executive team and customers.

Answer: A

Explanation:

To address concerns about inconsistency, the first step is to engage customers to verify their expectations and determine if misalignment exists. This dialogue clarifies service gaps and identifies improvement opportunities.

Presenting benefits (Option B) or reviewing metrics (Option C) are useful but may miss the root cause if expectations differ.

Increasing services (Option D) can worsen inconsistency.

PMI-PMOCP Governance emphasizes stakeholder engagement as a first response to service quality concerns.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Customer Engagement PMI PMO Value Ring, Service Quality

NEW QUESTION # 104

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. Develop detailed contingency plans for potential risks identified in later phases of the implementation.
- 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. Apply a phased approach for rolling out the PMO service offerings with metrics to monitor the progress.

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

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

NEW QUESTION # 105

An experienced PMO professional is tasked with establishing guidelines and procedures to ensure effective decision-making and accountability throughout the project life cycle in a large-scale project management environment. The PMO professional needs to facilitate the establishment of structured guidelines and procedures to govern project activities and promote organizational alignment. Which action should the PMO professional prioritize?

- A. Establish a centralized repository for project documentation and knowledge sharing to ensure transparency and accessibility.
- B. Conduct regular audits to evaluate compliance with established guidelines and identify areas for improvement.
- **C. Collaborate with project stakeholders to define roles and responsibilities to ensure clarity and accountability.**
- D. Implement a performance measurement framework to assess project progress and outcomes against metrics of past projects.

Answer: C

Explanation:

Clear definition of roles and responsibilities is foundational to effective governance, decision-making, and accountability. PMI-PMOCP highlights that collaboration with stakeholders to establish this clarity prevents confusion, duplication, and gaps in project execution and control.

Documentation repositories (option A), audits (option C), and performance frameworks (option D) support governance but rely on defined roles and accountability as a prerequisite.

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

NEW QUESTION # 106

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. Rebrand the department as a strategic PMO to enhance its importance and prestige.
- 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. Review current PMO services and introduce strategic offerings to gain greater access to executive leadership.**

Answer: D

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 # 107

A newly hired PMO professional works within the PMO and supports a large enterprise program. This professional is expected to guide junior PMO team members but faces difficulties with team management and collaboration.

How should the PMO leader best support the PMO professional in overcoming these challenges?

- **A. Offer personalized coaching with a focus on leadership skills.**
- B. Mentor the team member to help build their confidence.
- C. Arrange regular knowledge-sharing sessions in the PMO community.
- D. Organize an all-hands meeting for the PMO team to discuss their challenges.

Answer: A

Explanation:

Personalized coaching focusing on developing leadership skills is the best support to help the PMO professional overcome management and collaboration challenges. Coaching addresses individual development needs in a targeted manner.

Mentoring (Option A) is helpful but broader coaching better addresses leadership competencies. All-hands meetings (Option B) or knowledge-sharing sessions (Option D) are supportive but less personalized.

PMI-PMOCP Lifecycle Management promotes leadership development as essential for PMO team effectiveness.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Leadership Development

NEW QUESTION # 108

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