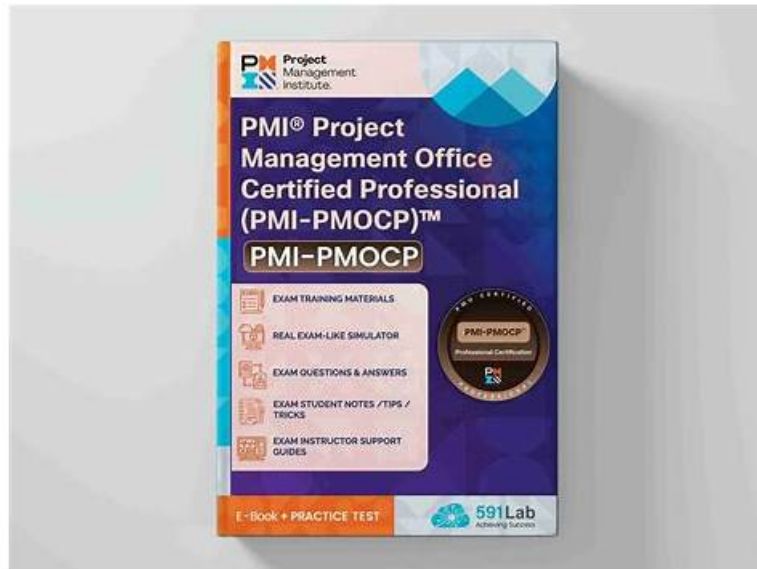


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PMI Project Management Office Certified Professional Sample Questions (Q104-Q109):

NEW QUESTION # 104

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

Answer: C

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 # 105

A PMO professional observes that there is a lack of alignment among project priorities and the organizational strategic goals. What should the PMO professional do first?

- A. Provide recommendations based on PMO expertise for aligning project priorities with strategic goals.
- **B. Develop a prioritization framework that considers both project objectives and their alignment with strategic goals.**
- C. Schedule regular meetings between project managers and executive leadership to ensure ongoing alignment with strategic goals.
- D. Conduct a comprehensive review of organizational strategic goals and the project portfolio to identify alignment gaps.

Answer: B

Explanation:

In the PMI-PMOCP Strategic Alignment domain, addressing misalignment requires establishing clear, objective prioritization criteria. Developing a prioritization framework (Option A) is the first step because it provides a repeatable, transparent mechanism to evaluate projects relative to strategic goals, ensuring resources focus on the highest-value initiatives.

While understanding current gaps (Option C) and scheduling meetings (Option B) support ongoing alignment, they are secondary to having a formalized method. Recommendations (Option D) are more effective once a framework exists.

PMI guidance highlights that PMOs should institutionalize prioritization frameworks to translate strategy into execution and maintain alignment consistently.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Portfolio and Prioritization Sections PMI PMO Value Ring, Strategic Execution

NEW QUESTION # 106

An organization is going through a transformation process that will impact its processes and employee job descriptions. The PMO professional needs to ensure continuous improvement of the organization's PMO in these turbulent times. What should the PMO professional do in this situation?

- A. Regularly review the internal project management methodologies, processes, and tools.
- **B. Continuously reassess which PMO functions are in scope according to the new organizational changes.**
- C. Survey senior management and other PMO stakeholders to evaluate their satisfaction with PMO.
- D. Ask senior management to be involved in defining job descriptions for the project managers.

Answer: B

Explanation:

During organizational transformations, the PMO professional must continuously reassess the scope and functions of the PMO to ensure it remains aligned with evolving organizational structures and priorities. This dynamic adjustment enables the PMO to stay relevant and contribute effectively to change initiatives.

While reviewing methodologies and surveying stakeholders are important, focusing on the PMO's scope ensures its services and role evolve appropriately. Engaging senior management in job descriptions (Option A) is less direct to PMO continuous improvement.

PMI-PMOCP Lifecycle Management emphasizes adaptability and ongoing alignment as core to PMO sustainability.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement PMI PMO Value Ring, Adaptability and Change Management

NEW QUESTION # 107

An organization is implementing a new project management methodology. The PMO professional is responsible for establishing governance structures to support the implementation of the new methodology.

What should the PMO professional do to ensure that the new project management methodology will be used within the organization?

- **A. Develop a framework that will define the organization's approach to project governance.**
- B. Establish a centralized PMO that will be responsible for all aspects of project governance.
- C. Implement a project governance software solution that will automate many governance tasks.
- D. Create a project governance board that will be responsible for setting project standards and policies.

Answer: A

Explanation:

Establishing a clear project governance framework (Option D) is foundational to embedding a new project management methodology. The framework defines roles, responsibilities, decision-making processes, and compliance expectations, enabling consistent application of the methodology.

While governance software (Option A), centralized PMOs (Option B), and governance boards (Option C) can support governance, they are tools or organizational components rather than the comprehensive approach.

Without a well-defined framework, these components lack guidance.

PMI stresses that a governance framework is the essential structure that supports methodology adoption, compliance, and continuous improvement.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance Frameworks PMI PMO Value Ring, Governance and Methodology Implementation

NEW QUESTION # 108

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. Delay the introduction of the service until the regulations are fully implemented.
- B. Proceed with the original timeline in order to meet the PMO customer expectations.
- C. Cancel the service implementation altogether to avoid any potential compliance risks.
- **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 # 109

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