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

### NEW QUESTION # 121

A newly hired PMO professional is tasked with improving the executives' level of satisfaction with the PMO's performance. The

PMO was established last year and has not been very successful in attending to the needs of the PMO customers. Which two actions should the PMO professional take to address this issue? (Choose 2)

- A. Review the compliance of PMO customers with the PMO processes to evaluate the PMO's maturity.
- **B. Assess the maturity of the services the PMO is delivering and determine which services need to elevate their proficiency levels.**
- C. Measure how well the organization manages portfolios, programs, and projects to assess the PMO's overall maturity.
- D. Evaluate the organization's project management capability across departments to determine the PMO's maturity level.
- **E. Ensure that the services the PMO provides are the correct ones for the current PMO customers' needs.**

**Answer: B,E**

Explanation:

To improve executive satisfaction, the PMO professional must first assess the maturity of current PMO services to identify areas for improvement and elevate service proficiency. Simultaneously, the PMO should validate that the services offered align with actual customer needs, ensuring relevance and value delivery.

PMI-PMOCP stresses that customer-centric service management and continuous maturity assessments are essential for effective PMO governance and stakeholder satisfaction.

Measuring organizational maturity (option C), reviewing compliance (option D), or evaluating broader organizational capabilities (option E) provide context but are less directly related to immediate service improvement.

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

#### NEW QUESTION # 122

An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term. Which action should the PMO professional take to ensure efficient delivery?

- A. Allocate PMO resources to incoming requests based on their experience.
- B. Educate customers on service-level agreements (SLAs) for each service.
- C. Escalate the issue to the executive team and request additional resources.
- **D. Prioritize and assign service requests based on their strategic impact.**

**Answer: D**

Explanation:

The PMI-PMOCP Lifecycle Management domain guides PMOs to prioritize resources and services based on strategic impact, ensuring that limited capacity is allocated to initiatives that deliver the highest organizational value.

Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option B) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.

This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

#### NEW QUESTION # 123

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. Conduct regular audits to evaluate compliance with established guidelines and identify areas for improvement.
- B. Establish a centralized repository for project documentation and knowledge sharing to ensure transparency and accessibility.
- **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 # 124**

A PMO professional is overseeing multiple customer care projects within a mid-sized company. The project sponsors, the chief of operations and the chief of customer success, have demanding schedules and are often occupied with other responsibilities. How should the PMO professional ensure effective communication with these key stakeholders?

- A. Reach out to them only when critical issues arise in order to avoid adding to their workload unnecessarily.
- B. Engage with them primarily at the project's key phase gate reviews, ensuring their presence during all critical life cycle transitions.
- C. Include them in the project's weekly team meetings to ensure they are continuously updated on the project's progress and aware of any emerging challenges.
- **D. Collaborate with them during early planning to establish a clear communications management plan, including defined reporting and escalation procedures.**

**Answer: D**

Explanation:

Effective communication with busy executives requires early collaboration to define a communications management plan that specifies what information they need, how frequently, and through what channels.

This ensures communications are purposeful, efficient, and aligned with stakeholder preferences, minimizing unnecessary interruptions.

Engaging only at phase gates (Option A) or weekly meetings (Option C) may not match stakeholder availability or information needs. Contacting only for critical issues (Option D) risks missing opportunities for proactive engagement.

PMI-PMOCP Governance principles emphasize tailoring communication strategies through early planning and stakeholder collaboration.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

#### **NEW QUESTION # 125**

A newly appointed PMO professional for a startup specializing in mobile analytics has been tasked with establishing a PMO to streamline project management processes and ensure successful delivery.

Which step should the PMO professional prioritize to gain approval from the CEO to sponsor the initiative?

- A. Analyze potential risks and mitigation strategies associated with the PMO functions and services.
- B. Draft a project charter to outline the benefits and objectives of the PMO and have it approved by the sponsor.
- C. Implement PMO processes immediately to demonstrate the potential benefits and get buy-in.
- **D. Work with the CEO to identify and understand the needs and goals of the company's potential PMO customers.**

**Answer: D**

Explanation:

Gaining CEO sponsorship requires collaborating with the CEO to understand business needs and PMO customer goals, ensuring the PMO's design is relevant and aligned. PMI-PMOCP highlights stakeholder engagement and strategic alignment as prerequisites to securing executive buy-in and support.

Drafting a charter (option A) or analyzing risks (option B) is important but should follow needs assessment.

Implementing processes prematurely (option C) risks resistance without buy-in.

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

## NEW QUESTION # 126

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