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## **Valid PMI-PMOCP Study Guide, Test PMI-PMOCP Questions Answers**

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## **PMI Project Management Office Certified Professional Sample Questions (Q17-Q22):**

### **NEW QUESTION # 17**

A PMO professional identified that the strategic project's stakeholders are dissatisfied with the visibility of project progress, citing a lack of visibility into key performance indicators (KPIs) and communication. The project manager ensured that the current PMO

reporting process and requirements are being followed.  
Which action should the PMO professional take?

- A. Conduct an internal audit of the reporting process to identify inefficiencies and recommend improvements.
- B. Implement stricter reporting requirements to ensure compliance with project standards.
- C. Reassure the stakeholders about the reporting system's effectiveness.
- **D. Collaborate with stakeholders to confirm their reporting needs and propose enhancements.**

**Answer: D**

Explanation:

Stakeholder dissatisfaction despite compliance suggests misalignment between the reporting provided and stakeholder expectations. Collaborating with stakeholders to understand their actual reporting needs (Option A) enables tailored reporting enhancements that improve visibility and satisfaction.

Auditing (Option B) may find process issues but does not directly address stakeholder requirements.

Reassurance (Option C) ignores dissatisfaction. Stricter requirements (Option D) might worsen perceptions without improving content.

PMI-PMOCP Governance stresses stakeholder engagement and responsiveness in reporting.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

#### NEW QUESTION # 18

A company aims to build a series of nuclear power plants and wants to establish a PMO to support its large-scale and high-risk strategy. The PMO professional has already developed the PMO vision, mission, and high-level strategy. What should the PMO professional do next?

- A. Identify critical factors that shape PMOs across the energy industry.
- B. Determine the most common risks and pain points in the energy sector.
- C. Outline the expected benefits of the program's strategy.
- **D. Define the PMO scope, authority, roles, and responsibilities.**

**Answer: D**

Explanation:

After establishing vision and strategy, the PMO professional must define the PMO scope, authority, roles, and responsibilities. PMI-PMOCP stresses that clear definition of the PMO's mandate enables effective governance, service delivery, and stakeholder alignment, especially in complex, high-risk industries like nuclear energy.

Understanding risks (option A), benefits (option C), or industry factors (option D) are important but follow the foundational establishment of PMO scope and structure.

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

#### NEW QUESTION # 19

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

**Answer: C**

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

PMI Practice Standard for Project Management Offices (2013), PMO Value Proposition Section PMI PMO Value Ring, Service Orientation

### NEW QUESTION # 20

A PMO professional is mentoring a project manager who is overseeing a project critical to the organization's strategic goals. The project manager has encountered resistance from a key stakeholder who believes the project's direction might jeopardize their department's interests. Despite written communication, the stakeholder remains concerned. What should the PMO professional advise the project manager to do?

- **A. Convene a meeting with the stakeholder to better understand their concerns.**
- B. Continue with the project as planned, ignoring the stakeholder's concerns.
- C. Assign a team member to handle the stakeholder and mitigate their objections.
- D. Escalate the issue to senior management to override the stakeholder's objections.

**Answer: A**

Explanation:

Direct engagement through a meeting to understand stakeholder concerns is the recommended approach.

PMI-PMOCP stresses active listening and open dialogue as key techniques for resolving resistance, building trust, and finding collaborative solutions that align project and stakeholder interests.

Escalating prematurely (option A) or ignoring concerns (option D) risks damaging relationships and project success. Delegating the issue (option C) may fragment accountability.

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

### NEW QUESTION # 21

Three years ago, a large manufacturing company established a PMO to enhance project outcomes across departments. An experienced PMO professional has now been hired as a consultant to assess the PMO's maturity. What should the PMO professional recommend to help improve the PMO's maturity?

- **A. Conduct a PMO service maturity assessment and develop a comprehensive maturity improvement plan that includes continuous service evaluations.**
- B. Transform the PMO into a project management center of excellence (PMCoE) to ensure the organization consistently applies the most mature practices.
- C. Introduce more strategic services that align with business goals to improve the PMO's maturity.
- D. Transition the PMO to a value management office (VMO) to increase service maturity and maximize the benefits delivered to PMO customers.

**Answer: A**

Explanation:

The PMO professional should recommend conducting a detailed maturity assessment followed by a structured improvement plan. This continuous evaluation enables systematic growth and helps prioritize initiatives to increase maturity.

Transitioning to a VMO (Option A), transforming into a PMCoE (Option C), or adding strategic services (Option D) may be parts of the plan but should be guided by assessment results.

PMI-PMOCP Lifecycle Management endorses maturity assessments and continuous improvement as foundational.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Maturity Models PMI PMO Value Ring, Continuous Improvement

## NEW QUESTION # 22

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