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## PMI Project Management Office Certified Professional Sample Questions (Q15-Q20):

### NEW QUESTION # 15

A PMO was set up in a large organization with a highly skilled PMO professional appointed to lead it. The sponsor agreed to give the PMO professional all the necessary resources from the beginning. The PMO professional and team immediately progressed with the implementation of accepted project management methodologies and internationally recognized practices and tools. At the end of the year, executive leadership raised concerns about the PMO's performance.

What should the PMO professional have considered during the service catalog development?

- A. The PMO professional should have interviewed other members of the executive leadership team and not just the PMO sponsor.
- **B. The PMO professional should have identified the needs of all of the customer groups and adapted the service catalog based on their pain points and expectations.**
- C. The PMO professional should have benchmarked against the experience of successful PMOs from other organizations.
- D. The PMO professional should have surveyed the portfolio, program, and project managers because they are the ones using the methodologies and tools.

**Answer: B**

Explanation:

Effective service catalog development requires a comprehensive understanding of all PMO customer groups and their unique needs. PMI-PMOCP highlights that adapting services to customer pain points and expectations ensures relevance, adoption, and value delivery. This broad stakeholder engagement avoids disconnect between PMO offerings and organizational requirements.

Interviewing only executives (option A), benchmarking (option B), or surveying just project managers (option C) are insufficient alone. Identifying diverse customer needs holistically is critical to service effectiveness.

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

### NEW QUESTION # 16

A PMO professional notices that the project managers are not adhering to the established project management guidelines within the organization. What actions should the PMO professional take to address this issue effectively?

- A. Distribute updated manuals and provide additional project management training sessions to the project managers.
- **B. Conduct a survey with project managers to understand their challenges, then create a customized action plan to address the gaps.**
- C. Revise the current guidelines based on their knowledge and experience to ensure the guidelines are more practical.
- D. Escalate the issue to the project sponsors to enforce the project managers' adherence to the guidelines.

**Answer: B**

Explanation:

Within the PMI-PMOCP Governance domain, the PMO professional's responsibility is to ensure compliance through understanding and collaboration rather than unilateral enforcement. When project managers are not following guidelines, the first step is to engage with them to understand the root causes of non-adherence. This can include process complexity, lack of awareness, or practical challenges.

Conducting a survey or assessment (Option D) aligns with best practices for continuous improvement and stakeholder engagement. It enables the PMO to tailor solutions—such as training, process adjustments, or communication improvements—based on actual feedback rather than assumptions.

Options A and B, though seemingly proactive, risk missing the real issues if implemented without input.

Revising guidelines without stakeholder consultation (Option A) can lead to ineffective or resisted changes.

Distributing manuals and training (Option B) is useful only if it addresses identified gaps. Escalating directly to sponsors (Option C) should be a last resort, as it may create resistance and harm relationships.

This approach is consistent with PMI's emphasis on governance through collaboration, communication, and continuous process improvement, as outlined in the PMO governance frameworks.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance and Compliance Sections PMI PMO Value Ring Governance and Continuous Improvement

### NEW QUESTION # 17

A PMO professional is supporting project managers who are implementing a new organization-wide user support system. The PMO professional needs to help the project managers enable change management effectively within the organization. In recent years, similar initiatives have failed because employees were too focused on the negative effects of change. The changes were enforced by sending memos to employees who did not adopt the new processes. The instructions to adopt the new processes did not offer any flexibility.

Which approach should the PMO professional recommend to enable change this time?

- A. Ensure that all users know exactly what to do in every situation during the change process.

- **B. Build trust and collaboration and communicate a shared vision and goals early in the project.**
- C. Allow users to use social networks to express their negative feelings about the change.
- D. Enforce the adoption of the new processes with zero tolerance for variations or room for user feedback.

**Answer: B**

Explanation:

Successful change management requires building trust, fostering collaboration, and communicating a clear shared vision early in the project. PMI-PMOCP emphasizes engaging stakeholders positively to overcome resistance and create ownership of change initiatives.

Permitting negative expressions without guidance (option B), rigid enforcement (option C), or overly prescriptive instructions (option D) hinder adoption. Collaborative, transparent communication cultivates acceptance and sustained change.

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

### NEW QUESTION # 18

A new PMO has been started in a medium-sized retail company that has several concurrently running strategic projects. A team of project managers with no PMO experience has been assigned to the new PMO.

Which two actions should the PMO professional take to help the project managers prepare for their roles?

(Choose 2)

- A. Explain that being part of a PMO requires extensive experience in the company's business sector.
- **B. Explain how they should understand the PMO's customers' needs first so they know what to focus on.**
- C. Conduct orientation sessions to raise the project managers' awareness about the organization of a PMO.
- **D. Coach and mentor the project managers in managing the company's strategic projects.**
- E. Explain that being a part of a PMO requires high-level project management competencies.

**Answer: B,D**

Explanation:

The Lifecycle Management domain of PMI-PMOCP emphasizes the importance of team readiness and capability development when launching or scaling a PMO. For new PMO team members, especially project managers with no prior PMO experience, the PMO professional's role is to help them align with the organizational customer focus and provide targeted coaching on managing strategic projects.

Option A highlights the need to understand customer needs, which is essential to deliver relevant PMO services and project outcomes aligned with stakeholder expectations. Option B reflects the vital role of mentoring and coaching, helping project managers develop the skills and knowledge necessary for effective strategic project execution within the PMO context.

Options C and E, which stress prerequisites like extensive sector experience or high-level competencies, are less actionable and could discourage or exclude potential contributors. Option D, while useful, is more about awareness rather than direct, practical preparation.

PMI guidance and the PMI-PMOCP practice material underscore that early focus should be on practical support and alignment to customer needs, as these lay the foundation for a high-performing PMO team.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Team Development and PMO Onboarding Sections PMI PMO Value Ring, Capability Building

### NEW QUESTION # 19

A PMO professional at a software company is in charge of ensuring effective use of methodology and integration between projects, monitoring progress, and identifying any deviations from the defined objectives.

Which responsibility describes the role of the PMO professional in this scenario?

- **A. Identify and address issues and interdependence with different projects impacting the project outcomes.**
- B. Identify the necessary resources required for the implementation of projects to achieve the expected results.
- C. Update the project management plan with the approved scope change and communicate it to the different stakeholders.
- D. Analyze the duration of the user acceptance test that might affect the timeline of a project in the portfolio.

**Answer: A**

#### Explanation:

A key responsibility of a PMO professional is to monitor project interdependencies and address issues that may impact project and portfolio outcomes. This oversight ensures coordinated execution and risk mitigation.

Updating plans (Option A) and resource identification (Option D) are important tasks but more tactical.

Analyzing test durations (Option B) is a project-level activity and less integrative.

PMI-PMOCP Lifecycle Management highlights the PMO's role in integration and oversight for effective delivery.

#### References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Integration and Monitoring PMI PMO Value Ring, Portfolio Coordination

### NEW QUESTION # 20

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