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PMI Project Management Office Certified Professional Sample Questions (Q38-Q43):

NEW QUESTION # 38

During the last portfolio steering meeting, business representatives complained about the sudden unavailability of some critical resources for a project with very high visibility and importance. The PMO leader was not informed of this risk by the project

manager.

Which action should the PMO leader take to avoid similar situations in the future?

- A. Facilitate the adoption of risk management practices by project managers.
- B. Identify the skills the project managers need additional training in.
- **C. Review the processes identified as critical with the project managers.**
- D. Schedule regular meetings with all of the project managers.

Answer: C

Explanation:

The PMO leader's role includes ensuring critical processes related to risk identification and escalation are clear and consistently followed. PMI-PMOCP highlights the importance of reviewing and reinforcing critical processes with project managers to prevent communication breakdowns and risk management failures. By reviewing these processes, the PMO leader ensures project managers understand their responsibilities for timely risk reporting and escalation.

While scheduling meetings (option B) and facilitating risk management adoption (option D) are supportive measures, the root cause often lies in process clarity and adherence. Identifying skills gaps (option C) can help but may not directly address process awareness. Strengthening critical processes mitigates risks effectively and improves governance transparency.

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

NEW QUESTION # 39

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

Answer: A

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 # 40

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. Analyze the duration of the user acceptance test that might affect the timeline of a project in the portfolio.
- D. Update the project management plan with the approved scope change and communicate it to the different stakeholders.

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 # 41

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 # 42

A PMO team member with limited experience as a project manager was hired 2 years ago. The PMO team member has been identified as being talented in their role. Currently, the PMO team member is playing a key role in a strategic program and is facing challenges in specific areas such as leadership and stress management.

What steps should the PMO professional take to develop the competencies of the PMO team member?

- A. Enroll the PMO team member in a course focused on facilitation skills.
- **B. Arrange for the PMO team member to shadow a manager recognized for strong leadership abilities.**
- C. Provide personalized coaching to the PMO team member.
- D. Require the PMO team member to complete a project management training program.

Answer: B

Explanation:

Mentorship and shadowing experienced leaders provide hands-on learning and exposure to practical leadership behaviors. PMI-PMOCP highlights that experiential learning through observation and guidance is effective for developing competencies like leadership and stress management.

Training courses (option A or C) and coaching (option D) support development but shadowing offers direct, contextual experience beneficial for leadership growth.

Reference: PMI-PMOCP Study Guide, Chapter on Human Capital Management and Competency Development.

NEW QUESTION # 43

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