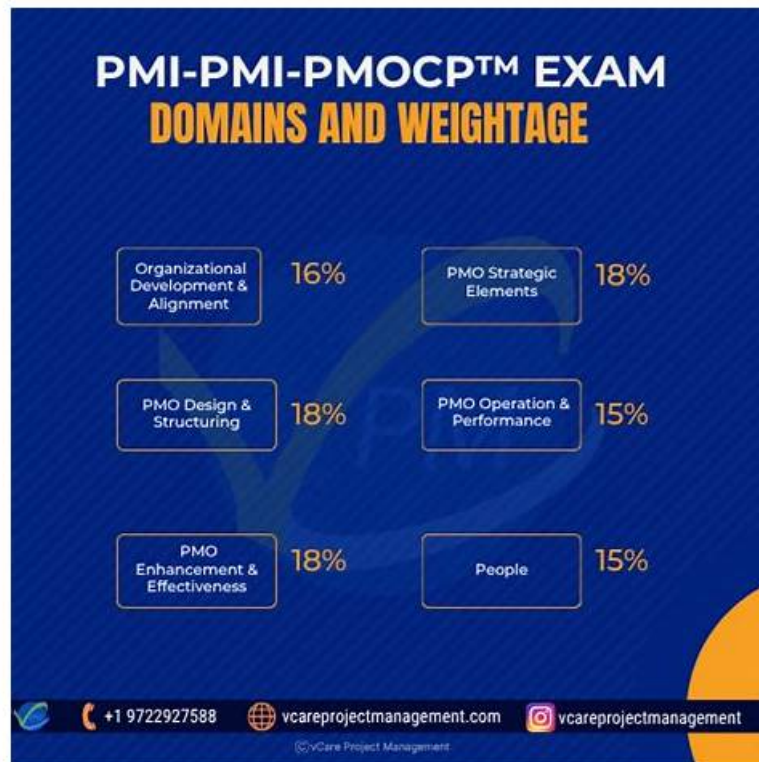


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## PMI Project Management Office Certified Professional Sample Questions (Q17-Q22):

### NEW QUESTION # 17

Which primary strategy should the PMO professional adopt to effectively oversee an organization's portfolio to drive value creation,

innovation, and competitive advantage?

- A. Check that all projects adhere to strict timelines and budgets.
- B. Suggest that senior leadership modify the strategic objectives and key performance indicators (KPIs).
- **C. Ensure that the projects align with organizational strategic objectives.**
- D. Conduct annual audits to assess project performance and compliance.

**Answer: C**

Explanation:

The core purpose of portfolio management within the Strategic Alignment domain is to ensure project investments are aligned with organizational strategic objectives. This alignment drives value creation, supports innovation, and sustains competitive advantage. While audits (Option A), monitoring timelines and budgets (Option C), and leadership involvement (Option D) are important, the foundational strategy is to maintain strategic alignment so that resources are allocated to initiatives with the greatest impact. PMI-PMOCP guidelines emphasize strategic alignment as the primary mechanism to maximize portfolio value and organizational success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Alignment and Value Delivery Sections PMI PMO Value Ring, Strategic Portfolio Management

### NEW QUESTION # 18

The project sponsor and the manufacturing director of a PMO-managed project have different opinions about the development of a new order-tracking system.

What should the PMO professional do to avoid this situation in the future?

- A. Ensure that the project sponsor has approved the requirements.
- **B. Involve key stakeholders to ensure that requirements are not overlooked.**
- C. Develop an effective project scope and change control process during project planning.
- D. Advise executives to complete a roles and responsibility matrix in the project planning.

**Answer: B**

Explanation:

Conflicting opinions among key stakeholders typically arise when stakeholders are not effectively engaged during requirements gathering and project planning. Involving all key stakeholders early (Option B) helps ensure comprehensive requirements, reduces misunderstandings, and fosters alignment.

While scope and change control processes (Option A) are necessary, they do not replace stakeholder engagement. Roles matrices (Option C) and approvals (Option D) support governance but do not proactively prevent requirements misalignment.

PMI-PMOCP Governance practices highlight early stakeholder involvement as a key success factor.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

### NEW QUESTION # 19

The PMO at a large company operating in a highly regulated industry is responsible for defining the project management processes for the company.

Which action should the PMO Professional take to ensure that the processes are adhered to?

- A. Trust the project teams to follow the processes and comply with the systems.
- B. Schedule random meetings to follow up the process deliverables.
- **C. Execute regular audits to evaluate adherence to the processes.**
- D. Occasionally follow up the process deliverables of the most important projects.

**Answer: C**

Explanation:

In regulated environments, regular audits are essential to ensure compliance with established project management processes and

standards. PMI-PMOCP highlights audits as a key governance tool that verifies adherence, identifies deviations, and enforces accountability.

Relying on trust (option C), occasional follow-ups (option D), or random meetings (option B) lacks the rigor required for regulatory compliance and risks gaps in governance.

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

#### NEW QUESTION # 20

A PMO team member who joined the PMO 5 years ago as a junior PMO analyst recently received feedback from customers indicating a lack of initiative in handling daily tasks, leading to a low perception of the PMO's value.

What should the PMO professional leading the PMO do to resolve this issue?

- A. Provide training to the PMO member through a training provider.
- **B. Provide mentoring to the PMO team member to increase their performance.**
- C. Find another role for the PMO team member outside the PMO.
- D. Find another role for the PMO team member within the PMO.

**Answer: B**

Explanation:

PMI-PMOCP Lifecycle Management encourages mentoring and coaching as the first approach to address performance issues, especially for experienced team members. Mentoring helps build initiative, confidence, and capability through personalized guidance. Reassigning roles (Options B and D) should be secondary actions after development attempts. Training (Option C) might help but lacks the individualized support mentoring provides.

Effective mentoring fosters a culture of continuous learning and improves the PMO team's overall effectiveness and value.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Capability Building and Mentoring

#### NEW QUESTION # 21

In a large energy company, a PMO was recently established to help organize the numerous projects that are completed every year. Executives have passionate discussions in meetings to select and prioritize projects to enter the portfolio. These discussions cause frequent delays and result in decisions being questioned by some of the executive board members.

What should the PMO professional do to improve this situation?

- A. Facilitate the selection and prioritization process based on their own project management experience.
- B. Suggest informal activities to build interpersonal relationships among the company executives.
- **C. Implement a portfolio management service that includes established criteria for project selection and prioritization.**
- D. Ask the executives to discuss issues based on the projects' proposed business cases so that discussions are more objective.

**Answer: C**

Explanation:

Effective portfolio management relies on defined, transparent criteria for project selection and prioritization to ensure alignment with organizational strategy and resource optimization. PMI-PMOCP highlights that a PMO professional should implement formal portfolio management processes, including documented criteria, scoring models, and decision-making frameworks. This reduces subjectivity and political debate, expedites decision-making, and fosters executive alignment and accountability.

While facilitating discussions (option A) or encouraging objective business case discussions (option C) may help, without an established process and criteria, subjective debates and delays are likely to persist. Informal relationship-building (option D) supports teamwork but does not address structural inefficiencies. Establishing portfolio management services that guide selection ensures consistent, efficient governance of projects.

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

#### NEW QUESTION # 22

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