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PMI Project Management Office Certified Professional Sample Questions

(Q25-Q30):

NEW QUESTION # 25

Senior management at a small company is dissatisfied with project performance and has tasked the PMO with addressing the issue. An organizational project management (OPM) maturity assessment has uncovered significant gaps compared to industry standards. What should the PMO professional do first?

- A. Implement agile project management approaches and tools to improve project performance.
- B. Hire experienced and highly skilled project managers to take over underperforming projects.
- C. Plan training and development programs for project team members to fill the competency gaps.
- D. **Develop a roadmap for improving the overall project management maturity within the organization.**

Answer: D

Explanation:

After identifying significant gaps through an OPM maturity assessment, the first step is to develop a strategic roadmap that outlines targeted initiatives to improve maturity. PMI-PMOCP guidance highlights the importance of a structured, phased approach to maturity improvement that includes defining goals, prioritizing actions, and aligning with organizational strategy.

Training (option A), agile adoption (option C), or hiring (option D) can be components of the roadmap but should follow a comprehensive plan to ensure cohesion and sustainability. The roadmap ensures all improvement activities are coordinated, aligned, and measurable, optimizing resource allocation and change management efforts.

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

NEW QUESTION # 26

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 # 27

An enterprise organization recently initiated a new project. A PMO professional made sure that all pertinent project documentation was prepared and that all project management procedures were carried out in accordance with the accepted practices.

What source should the PMO professional use to identify stakeholders?

- A. The necessary management approaches and measures needed to properly include stakeholders.
- B. **The plan for managing communications to gather information about project stakeholders.**
- C. The job descriptions and the amount of experience required for potential stakeholders.
- D. The information about the project's stakeholders that is included in the business documentation.

Answer: B

Explanation:

The communications management plan is the primary source that identifies stakeholders, their information needs, and communication strategies. PMI-PMOCP emphasizes the importance of using this plan to understand who stakeholders are, how to engage them, and tailor communication accordingly.

Job descriptions (option B) or business documentation (option C) may provide limited stakeholder insight but lack engagement and communication context. Management approaches (option D) describe strategies but are not primary identification sources.

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

NEW QUESTION # 28

A junior team member is assigned to a project that uses a unique, in-house methodology. What should the PMO professional do to ensure the junior team member is productive within the shortest possible time?

- A. Monitor the performance of the junior team member and provide training when required.
- B. **Assign a more senior team member to mentor and guide the junior team member.**
- C. Schedule a refresher training on the methodology for all project team members.
- D. Provide the junior team member with the methodology study guide for self-study.

Answer: B

Explanation:

Assigning a mentor to a junior team member accelerates learning and integration, especially with unique or complex methodologies. PMI-PMOCP recognizes mentoring as an effective knowledge transfer and support mechanism, fostering quicker adaptation and improved performance.

While monitoring (option A) and training (option D) are useful, mentorship provides continuous, contextual guidance. Self-study (option B) alone may be insufficient for rapid proficiency.

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

NEW QUESTION # 29

The PMO established an online community for sharing best practices 2 years ago. The community has grown over time and the PMO is considering increasing the services provided to include some in-person events based on customer feedback. The content for the events has been fully designed with special attention to new trends in the market and concrete applications within the performing organization.

What should the PMO lead do to onboard this new service?

- A. **Create a detailed communications management plan to introduce the in-person events.**
- B. Call for volunteers to help gather feedback regarding the future in-person events.
- C. Discuss the additional content for the in-person events with the project manager.
- D. Share the details of the in-person events in the next executive leadership meeting.

Answer: A

Explanation:

Introducing a new PMO service requires a detailed communications management plan to ensure that all stakeholders are informed, engaged, and prepared for the change. PMI-PMOCP outlines the importance of formal communication planning to manage expectations, promote the new service, and facilitate successful adoption.

While discussions (option A) and feedback collection (option B) support content quality, they do not address stakeholder awareness and acceptance. Sharing details only at executive meetings (option D) limits the communication reach. A structured plan ensures consistent, clear messaging to all relevant parties.

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

NEW QUESTION # 30

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