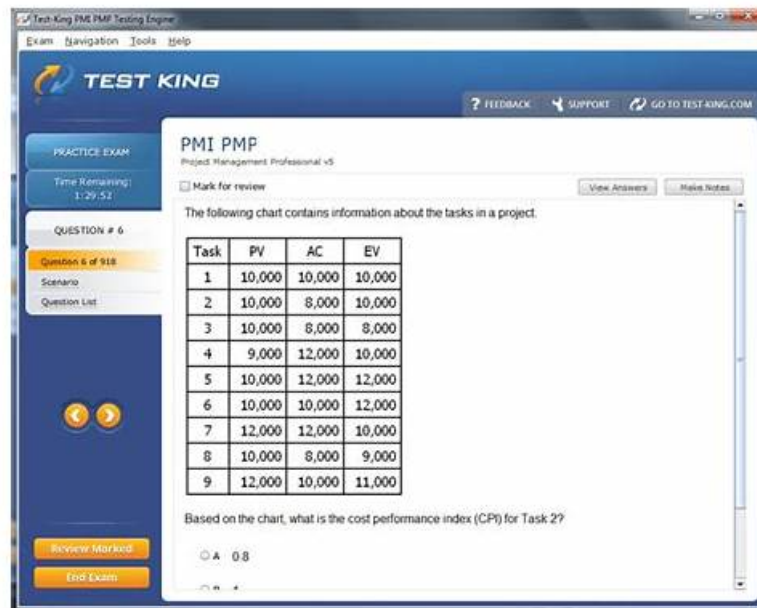


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PMI Project Management Office Certified Professional Sample Questions (Q107-Q112):

NEW QUESTION # 107

A company has a history of struggling to deliver projects on time and within budget. The PMO professional has been tasked with assessing the maturity and capability of the PMO in order to develop a plan for improvement. What should the PMO professional do?

- A. Conduct a self-assessment using a PMO maturity model.
- B. Hire a consultant to conduct a PMO maturity assessment.
- C. Interview PMO team members and stakeholders and record their suggestions.

- D. Review the PMO documentation for information on PMO maturity models.

Answer: A

Explanation:

Conducting a self-assessment using a recognized PMO maturity model enables the PMO professional to objectively evaluate current capabilities, identify gaps, and plan improvements. This approach promotes ownership and continuous improvement.

Reviewing documentation (Option A) or interviewing stakeholders (Option B) are valuable but less structured. Hiring consultants (Option C) might be costly and unnecessary if internal capability exists.

PMI-PMOCP Lifecycle Management advocates self-assessment as a starting point for maturity enhancement.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

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

NEW QUESTION # 108

The PMO has decided to expand its services by including project prioritization and status reporting to better visualize project execution.

Which action should the PMO professional take next?

- **A. Identify the PMO customers' needs and determine the most effective approach to meet expectations.**
- B. Employ new PMO team members to help provide the requested services.
- C. Conduct regular project audits and reviews to ensure compliance and high quality.
- D. Develop new services and frameworks to ensure they are appropriately planned for implementation.

Answer: A

Explanation:

When expanding PMO services, the first step is to engage with PMO customers to understand their needs and expectations. PMI-PMOCP stresses that customer-centric service design ensures relevance, adoption, and value delivery. By identifying and analyzing needs, the PMO can tailor its approach to prioritization and reporting effectively.

Options B, C, and D are subsequent actions that rely on understanding customer requirements first to be effective.

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 # 109

After identifying the needs and expectations of PMO customers, the PMO professional recommends introducing a new service to effectively meet these needs within the specified timeframe. However, new regulations were recently introduced, and the company must comply with them before launching the new PMO service, which will affect the timeline for its implementation.

What should the PMO professional do?

- A. Delay the introduction of the service until the regulations are fully implemented.
- B. Cancel the service implementation altogether to avoid any potential compliance risks.
- C. Proceed with the original timeline in order to meet the PMO customer expectations.
- **D. Assess the impact of the new regulations on the timeline and communicate changes to PMO customers.**

Answer: D

Explanation:

PMO professionals must ensure compliance with regulations while managing stakeholder expectations. The best approach is to assess the impact of the new regulations on the project timeline and proactively communicate these changes to PMO customers (Option B). This maintains transparency, manages expectations, and supports compliance.

Delaying the service indefinitely (Option A) or canceling it outright (Option C) may be unnecessarily restrictive. Proceeding without adjustments (Option D) risks non-compliance.

PMI-PMOCP Governance principles emphasize risk and compliance management coupled with effective stakeholder communication.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Compliance and Communication PMI PMO Value Ring, Risk and

NEW QUESTION # 110

Last year, a company established a new PMO to enhance the management of its customer projects. After 1 year, the CFO is dissatisfied with the perceived lack of value in the PMO's periodic reports, and the CIO has raised concerns about the PMO staff's insufficient IT competencies.

What should a PMO professional recommend to the company's CEO to address these concerns?

- A. Suggest organizing a meeting with the PMO manager to discuss the feedback from senior executives and determine the next steps.
- B. Suggest that the PMO manager train the PMO resources on cloud platforms and master new software development practices.
- C. Ask the PMO manager to meet with the CFO and rework the content of the periodical reports.
- **D. Ask the PMO manager to assess the needs and expectations of senior executives and remodel the PMO processes and competencies consequently.**

Answer: D

Explanation:

According to the PMI-PMOCP Strategic Alignment domain, PMOs must continuously align their services, processes, and competencies with organizational needs and senior executive expectations. Dissatisfaction from the CFO and CIO reflects a misalignment between the PMO's outputs and stakeholder needs.

The best approach is for the PMO manager to conduct a thorough assessment of senior executive expectations and needs, then adjust the PMO's processes and staff competencies accordingly to deliver measurable value. This may include reworking reporting content, improving technical skills, and adapting PMO functions to better support strategic objectives.

Options A and B are more reactive and limited to communication or reporting improvements without addressing underlying process and competency gaps. Option D, while related to IT skills, is too narrow and tactical without considering broader strategic realignment.

PMI standards emphasize ongoing stakeholder engagement and adaptive PMO capability building to maintain relevance and value delivery.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Alignment and Capability Sections PMI PMO Value Ring, Continuous Improvement and Stakeholder Alignment

NEW QUESTION # 111

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 # 112

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