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## PMI Project Management Office Certified Professional Sample Questions (Q12-Q17):

### NEW QUESTION # 12

After which event should a PMO professional expect the PMO mandate to be reviewed?

- A. When the PMO maturity score increases
- B. When new qualifications are gained by PMO team members
- C. When the PMO expands its scope to include new services
- D. When the PMO delivers value that exceeds customer expectations

**Answer: C**

Explanation:

The PMO mandate is a formal document that defines the purpose, authority, and scope of the PMO.

According to PMI-PMOCP principles, any significant change in the PMO's scope or services triggers a review of the mandate to ensure it remains relevant and aligned with organizational needs. Expanding the PMO's scope (Option A) necessitates updating the mandate to reflect new responsibilities, authority, and expectations.

Increasing maturity scores, delivering exceptional value, or staff gaining new qualifications (Options B, C, and D) are positive indicators but do not in themselves require revisiting the mandate.

Regular mandate reviews help maintain clarity, authority, and stakeholder alignment, which are critical governance elements emphasized by PMI.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), PMO Mandate and Governance Sections PMI PMO Value Ring, Governance and Scope Management

### NEW QUESTION # 13

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 surveyed the portfolio, program, and project managers because they are the ones using the methodologies and tools.
- B. The PMO professional should have interviewed other members of the executive leadership team and not just the PMO sponsor.
- **C. 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.**
- D. The PMO professional should have benchmarked against the experience of successful PMOs from other organizations.

**Answer: C**

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 # 14

A PMO professional is acting as the PMO leader temporarily in a well-established and mature PMO unit. In this role, a PMO professional receives an escalation from the portfolio manager that a new business stakeholder's activity is overlapping with key portfolio management functions.

What should the PMO professional do to resolve this issue?

- **A. Review the adopted PMO charter with the portfolio manager and the new stakeholder.**
- B. Train the new business stakeholder on the organization's key values.
- C. Refer the portfolio manager to the approved project charter.
- D. Assess the conflict resolution portion of the compliance code of conduct.

**Answer: A**

Explanation:

The PMO charter defines the PMO's roles, responsibilities, and boundaries. PMI-PMOCP stresses reviewing the charter with involved parties to clarify roles and resolve overlaps or conflicts, reinforcing governance and accountability.

Training on values (A), conflict resolution codes (C), or project charters (D) are less direct for resolving PMO governance overlap issues.

Reference: PMI-PMOCP Study Guide, Chapter on Governance and PMO Charter.

### NEW QUESTION # 15

A company decided to expand its PMO services to include strategic alignment and to participate in strategic planning. The company tasked a PMO professional with developing a framework to ensure the new services are properly planned, implemented, and governed.

Which action should the PMO professional take to develop the requested framework?

- A. Implement strategic project portfolio management.
- B. Check compliance requirements for strategic planning.
- **C. Understand the stakeholders' expectations clearly.**
- D. Conduct regular project audits and reviews.

**Answer: C**

Explanation:

Developing a framework to expand PMO services, particularly in strategic alignment and planning, begins with understanding stakeholder expectations thoroughly. The PMI-PMOCP framework stresses the criticality of engaging stakeholders early to gather insights about their goals, concerns, and desired outcomes. This knowledge forms the foundation for designing a relevant and effective framework that aligns with organizational needs.

While audits, portfolio management, and compliance checks are valuable components, they are subsequent steps that rely on initial stakeholder engagement to define scope and priorities. Without clear understanding and agreement from stakeholders, framework development risks misalignment, resistance, or failure to deliver value.

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

### NEW QUESTION # 16

The organization's PMO intends to transform its role into an agility-driven PMO.

Which option should the PMO leader take to help the PMO become more agile?

- A. Implement the Scrum framework within the agile teams to enhance collaboration.
- B. Establish a process for collecting new ideas to improve PMO services for customers.
- **C. Collaborate with PMO customers to develop and prioritize a comprehensive product backlog.**
- D. Introduce a collaborative software platform to streamline team communication.

**Answer: C**

Explanation:

Transforming a PMO into an agility-driven entity requires embracing agile principles of flexibility, responsiveness, and customer collaboration. PMI-PMOCP emphasizes collaborating with customers to develop and prioritize a product backlog as a foundational agile practice. This backlog reflects customer needs, enabling the PMO to deliver incremental value and adapt priorities dynamically. While establishing idea collection (option B), adopting Scrum (option C), and improving communication tools (option D) support agility, the product backlog represents the central mechanism for agile planning and delivery. It aligns the PMO's work with stakeholder priorities and fosters iterative improvement.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Agile Practices in the PMO.

### NEW QUESTION # 17

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