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PMI Project Management Office Certified Professional Sample Questions (Q83-Q88):

NEW QUESTION # 83

A large organization is exploring the potential of using artificial intelligence (AI) and has included AI in the pillars of the overall company strategy. The PMO team is aware of the potential related to the use of AI for project management. How should the PMO lead best support the organizational strategy?

- A. Ask the executive team for more support to launch different AI initiatives.
- **B. Establish a team within the PMO to try AI use cases for project managers.**
- C. Organize AI trainings on large language models (LLMs) for the PMO team.
- D. Conduct regular webinar sessions for the PMO team about AI topics.

Answer: B

Explanation:

In the PMI-PMOCP Strategic Alignment domain, the PMO is tasked with aligning PMO capabilities with organizational strategy and

innovation initiatives. When a company prioritizes AI as a strategic pillar, the PMO's role is to actively experiment and integrate AI use cases to demonstrate value and improve project delivery. Establishing a dedicated team within the PMO to explore AI applications supports organizational agility and innovation.

Simply providing training or webinars (Options A and D) is helpful but more passive and does not directly contribute to immediate organizational value or strategic implementation. Requesting executive support for AI initiatives (Option B) might be necessary but is secondary to the PMO's proactive engagement.

By piloting AI use cases, the PMO can generate lessons learned, build internal expertise, and recommend scalable AI tools for project management. This approach exemplifies strategic contribution and continuous improvement consistent with PMI's PMO maturity models and the Strategic Alignment domain in the PMI-PMOCP framework.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Innovation and Strategy Sections PMI PMO Value Ring, Strategic Value of PMO

NEW QUESTION # 84

A PMO professional receives feedback from project managers indicating that they are not able to secure the necessary project delivery teams in a timely manner.

How should the PMO professional address this issue to improve resource management across projects?

- A. Develop a centralized resource management system that provides visibility into resource availability and allocation.
- B. Hire additional project managers to meet the demands of all projects simultaneously.
- C. Implement a strict resource allocation policy to ensure equitable distribution of resources among projects.
- D. Delegate resource management responsibilities to individual project managers to maintain autonomy.

Answer: A

Explanation:

The most effective way to address resource allocation challenges is to implement a centralized resource management system that gives visibility into resource availability, skills, and allocation across projects. This system enables proactive planning, conflict resolution, and optimized resource use.

Delegating resource management to individual project managers (Option B) can perpetuate silos and inefficiencies. Strict policies (Option C) may lack flexibility and fail to consider strategic priorities. Hiring more project managers (Option D) addresses capacity but not visibility or coordination issues.

PMI-PMOCP Lifecycle Management domain highlights centralized resource systems as key to efficient resource utilization and portfolio success.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Resource Management PMI PMO Value Ring, Resource Optimization

NEW QUESTION # 85

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

Answer: C

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 # 86

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. Hire experienced and highly skilled project managers to take over underperforming projects.
- B. Plan training and development programs for project team members to fill the competency gaps.
- C. Implement agile project management approaches and tools to improve project performance.
- **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 # 87

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

Answer: C

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 Compliance Management

NEW QUESTION # 88

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