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## PMI Project Management Office Certified Professional Sample Questions (Q40-Q45):

### NEW QUESTION # 40

A PMO was just established in a large organization. The PMO team identified all potential PMO customers and analyzed them based on their power and interest. The list of customers was much too long and the PMO's capacity to nurture them all is not sufficient.

What should the PMO professional do to move toward developing the service catalog?

- A. Interview executive leadership, understand their expectations, and generalize the findings as they are the main decision makers.
- B. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.
- C. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.
- D. Focus on the middle and top levels of management and incorporate resource expectations for when the PMO will have

sufficient resources to serve all of the customers.

**Answer: C**

Explanation:

When the PMO customer base is large and capacity is limited, PMI-PMOCP recommends a segmentation and categorization approach (Option B). This enables the PMO to tailor service offerings and communication strategies based on customer groups' power, interest, and needs, efficiently managing resources and expectations.

Focusing only on executive leadership (Option A) or middle and top management (Option C) risks overlooking critical stakeholders. Developing a service catalog solely from portfolio or project managers (Option D) may limit the scope and miss broader stakeholder needs.

Categorizing customers facilitates targeted engagement and scalable service development, consistent with PMI best practices.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder and Customer Management PMI PMO Value Ring, Service Catalog Development

### NEW QUESTION # 41

A newly hired PMO professional works within the PMO and supports a large enterprise program. This professional is expected to guide junior PMO team members but faces difficulties with team management and collaboration.

How should the PMO leader best support the PMO professional in overcoming these challenges?

- **A. Offer personalized coaching with a focus on leadership skills.**
- B. Organize an all-hands meeting for the PMO team to discuss their challenges.
- C. Arrange regular knowledge-sharing sessions in the PMO community.
- D. Mentor the team member to help build their confidence.

**Answer: A**

Explanation:

Personalized coaching focusing on developing leadership skills is the best support to help the PMO professional overcome management and collaboration challenges. Coaching addresses individual development needs in a targeted manner.

Mentoring (Option A) is helpful but broader coaching better addresses leadership competencies. All-hands meetings (Option B) or knowledge-sharing sessions (Option D) are supportive but less personalized.

PMI-PMOCP Lifecycle Management promotes leadership development as essential for PMO team effectiveness.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Leadership Development

### NEW QUESTION # 42

A PMO professional overseeing multiple projects notices that project managers have varying levels of adherence to the project governance processes.

What should the PMO professional do first to ensure consistent governance across projects?

- A. Implement stricter enforcement of the governance processes by imposing fines and other penalties for noncompliance.
- B. Escalate governance oversight responsibilities to project sponsors to ensure project managers adhere to processes.
- C. Develop a comprehensive governance training program and mandate all project managers to complete it within a specified timeframe.
- **D. Schedule individual meetings with project managers to understand their challenges with governance processes and provide support.**

**Answer: D**

Explanation:

The first step to ensure consistent governance is to engage directly with project managers to understand their challenges and barriers in applying governance processes. This individualized approach (Option A) enables tailored support and fosters collaboration rather than resistance.

Mandating training (Option B) or escalating responsibility (Option C) are secondary actions that should follow once root causes are

understood. Imposing penalties (Option D) risks alienation and is contrary to PMI's recommendations on fostering supportive governance cultures.

PMI-PMOCP governance practices emphasize stakeholder engagement and support to improve process adherence.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance and Stakeholder Support PMI PMO Value Ring, Governance and Compliance

### NEW QUESTION # 43

In a pharmaceutical company, several scope changes were requested on major strategic initiatives. After analysis, it seems that several project managers did not apply a proper stakeholder assessment during the preparation of the projects.

What should the PMO professional do first to address this issue?

- **A. Investigate why the project managers have not conducted proper stakeholder assessments.**
- B. Provide specific training to project managers on stakeholder engagement and ensure they apply it in future projects.
- C. Review the selection of project managers for strategic initiatives to ensure they are sufficiently trained.
- D. Send a reminder to the PMO community to clarify the importance of stakeholder engagement.

**Answer: A**

Explanation:

The Governance domain underscores the importance of understanding root causes before implementing corrective actions.

Investigating why project managers failed to conduct proper stakeholder assessments (Option A) allows the PMO professional to identify systemic issues such as unclear processes, lack of training, or other barriers.

Sending reminders or providing training (Options B and D) are appropriate but should follow the investigation to target solutions effectively. Reviewing project manager selection (Option C) is relevant but secondary and may not address process or knowledge gaps.

PMI standards stress the value of diagnosis and root cause analysis as the first step in governance-related corrective actions.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

### NEW QUESTION # 44

A PMO professional has been tasked with assessing and improving the competencies of the PMO team to better support the wide range of services the PMO provides. For example, the competencies required for a portfolio management service may differ significantly from those needed for training and mentoring services.

What steps should the PMO leader take to ensure the PMO team's competencies align with the diverse services provided?

- A. Focus only on developing the competencies related to the PMO's most commonly used services, ensuring efficiency in training and the reduction of costs.
- **B. Meet with PMO customers to understand their expectations and develop a competency matrix that maps PMO team members' current skills to the specific needs of each PMO service.**
- C. Rotate PMO team members through various PMO services to gain exposure to different areas, assuming that hands-on experience alone will develop the necessary skills for each PMO service.
- D. Conduct a general competency assessment for the entire PMO team and create a single training program covering basic project management skills for all team members.

**Answer: B**

Explanation:

The best practice is to engage PMO customers to understand their expectations and then develop a competency matrix that aligns team members' skills with the specific demands of each PMO service (Option B). This targeted approach ensures that competency development is relevant and service-focused.

Rotations (Option A) and general assessments (Option C) are less strategic and may dilute focus. Limiting development to common services (Option D) risks neglecting emerging or specialized needs.

PMI-PMOCP Lifecycle Management recommends systematic competency mapping tied to customer needs and service requirements to optimize PMO effectiveness.

References:

## NEW QUESTION # 45

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