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PMI Project Management Office Certified Professional Sample Questions (Q29-Q34):

NEW QUESTION # 29
A newly appointed PMO professional for a startup specializing in mobile analytics has been tasked with establishing a PMO to streamline project management processes and ensure successful delivery.
Which step should the PMO professional prioritize to gain approval from the CEO to sponsor the initiative?

- A. Analyze potential risks and mitigation strategies associated with the PMO functions and services.
- B. Draft a project charter to outline the benefits and objectives of the PMO and have it approved by the sponsor.
- C. Implement PMO processes immediately to demonstrate the potential benefits and get buy-in.
- D. Work with the CEO to identify and understand the needs and goals of the company's potential PMO customers.

Answer: D

Explanation:

Gaining CEO sponsorship requirescollaborating with the CEO to understand business needs and PMO customer goals, ensuring the PMO's design is relevant and aligned. PMI-PMOCP highlights stakeholder engagement and strategic alignment as prerequisites to securing executive buy-in and support.

Drafting a charter (option A) or analyzing risks (option B) is important but should follow needs assessment.

Implementing processes prematurely (option C) risks resistance without buy-in.

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

NEW QUESTION # 30

The chief strategy officer and the PMO professional are working on the strategic plan while defining the long- term strategic vision of a rapidly growing startup. They are setting the strategic goals and developing action plans.

What should be the PMO professional's primary focus to help ensure alignment to these strategic goals?

- A. Help to obtain the project managers' feedback on the action plan to ensure continuous improvement and refinement of the objectives.
- B. Help prioritize projects based on their contributions to overall strategy and work to ensure that high- impact projects get the needed resources.
- C. Help prioritize customer projects with the biggest monetary value and the highest impact on customer satisfaction.
- D. Help senior management track project and program progress with predefined key performance indicators (KPIs).

Answer: B

Explanation:

The PMO professional's primary role in strategic alignment is toprioritize projects based on their strategic contribution and ensure that high-impact projects receive sufficient resources. This prioritization maximizes organizational value and supports strategic goal achievement.

Tracking KPIs (Option B), prioritizing customer projects by monetary value (Option C), and gathering project managers' feedback (Option D) are supportive but secondary activities.

PMI-PMOCP Strategic Alignment stresseseffective prioritization as critical to strategy execution.

References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Prioritization

PMI PMO Value Ring, Strategy Execution

NEW QUESTION # 31

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

Answer: D

Explanation:

Thecommunications management planis 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 # 32

A PMO professional joins an existing PMO that displays warning signs that the organization's perception of the PMO's value is

deteriorating.
Which step should the PMO professional recommend?

- A. Switch out some PMO resources to ones with a wider range of core PMO skills and inform PMO customers of the additional skills.
- B. Move the PMO to report to a popular manager within the company and communicate the change to PMO customers.
- C. Review and reduce the operating costs of the PMO, highlighting enhanced value for PMO customers.
- D. Highlight the benefits of the PMO effectively, using qualitative and quantitative measures for PMO customers.

Answer: D

Explanation:
To reverse a deteriorating value perception, the PMO professional should effectively communicate the PMO's benefits using both qualitative stories and quantitative metrics. Demonstrating value in measurable and relatable terms reinforces stakeholder confidence. Reducing costs (Option A) or changing personnel (Option C) are less direct and may not impact perception quickly. Changing reporting lines (Option D) is a structural change that may not address value communication.
PMI-PMOCP Strategic Alignment emphasizes benefits communication as a core step in value restoration.
References:
PMI-PMOCP Exam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Project Management Offices (2013), Value Communication PMI PMO Value Ring, Stakeholder Engagement

NEW QUESTION # 33
An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term.
Which action should the PMO professional take to ensure efficient delivery?

- A. Escalate the issue to the executive team and request additional resources.
- B. Prioritize and assign service requests based on their strategic impact.
- C. Educate customers on service-level agreements (SLAs) for each service.
- D. Allocate PMO resources to incoming requests based on their experience.

Answer: B

Explanation:
The PMI-PMOCP Lifecycle Management domain guides PMOs to prioritize resources and services based on strategic impact, ensuring that limited capacity is allocated to initiatives that deliver the highest organizational value.
Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option B) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.
This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

NEW QUESTION # 34
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