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## **PMI Project Management Office Certified Professional Sample Questions (Q117-Q122):**

### **NEW QUESTION # 117**

A PMO professional at a large IT company needs to assess the maturity of the PMO.  
What should the PMO professional review?

- A. Assess the organization's different maturity models.
- **B. Assess the organization's project management maturity.**
- C. Assess the organization's alignment with the culture.
- D. Assess the maturity of each PMO function separately.

**Answer: B**

Explanation:

PMO maturity is closely linked to the overall project management maturity of the organization, reflecting the maturity of processes, tools, and competencies that the PMO supports. Assessing project management maturity provides insights into strengths and gaps impacting the PMO.

While assessing PMO functions (Option C) and cultural alignment (Option B) are important, they are components within broader project management maturity. Reviewing different maturity models (Option A) is less focused.

PMI-PMOCP Lifecycle Management promotes organizational project management maturity as a key metric.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Organizational Project Management (2014)

PMI PMO Value Ring, Maturity and Capability

### **NEW QUESTION # 118**

The PMO at a large company operating in a highly regulated industry is responsible for defining the project management processes for the company.

Which action should the PMO Professional take to ensure that the processes are adhered to?

- A. Trust the project teams to follow the processes and comply with the systems.
- B. Occasionally follow up the process deliverables of the most important projects.
- **C. Execute regular audits to evaluate adherence to the processes.**
- D. Schedule random meetings to follow up the process deliverables.

**Answer: C**

Explanation:

In regulated environments, regular audits are essential to ensure compliance with established project management processes and standards. PMI-PMOCP highlights audits as a key governance tool that verifies adherence, identifies deviations, and enforces accountability.

Relying on trust (option C), occasional follow-ups (option D), or random meetings (option B) lacks the rigor required for regulatory compliance and risks gaps in governance.

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

### **NEW QUESTION # 119**

A PMO has been thriving within the organization for the past 3 years. A new PMO professional has been appointed to lead the PMO and is expected to sustain its success.

What should the PMO professional do first?

- A. Collect expectations of PMO customers and make necessary PMO services adjustments.

- B. Keep the current PMO services and improve their maturity when applicable.
- C. Realign the current PMO services to the organizational strategy and goals.
- D. Analyze the performance metrics of current services and the value generated by the PMO.

**Answer: D**

Explanation:

Before making changes or adjustments, the PMO professional should analyze existing performance data and value delivered to understand what is working well and where improvements are needed. This data-driven approach helps sustain success by building on strengths and addressing gaps with evidence.

While collecting expectations (Option B), maturing services (Option C), and realigning strategy (Option D) are important, they come after understanding current performance.

PMI-PMOCP Strategic Alignment underscores baseline analysis as the starting point for sustaining and improving PMO value.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Performance Measurement PMI PMO Value Ring, Value Realization

### NEW QUESTION # 120

A PMO professional for an engineering company was contacted by a newly hired project manager who wanted to submit an urgent change request to reset the baseline for the project schedule. The project manager did not understand the process for submitting such a request. Because this project is critical for the company, any delays might put the project at risk.

What should the PMO professional do?

- A. Support the project manager in creating the change request and guide the project manager through its submission and approval.
- B. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.
- C. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.
- D. Ensure that the project manager attends the required training that will provide more information about the change management process.

**Answer: A**

Explanation:

In the context of the PMI-PMOCP Governance domain, one of the critical functions of the PMO professional is to provide proactive support and guidance to project managers, especially when urgent changes are needed in critical projects. Although organizational process assets (OPAs) and governance models provide important frameworks and tools, the PMO's role extends beyond simply pointing to these resources. The PMO professional should actively assist the project manager in preparing the change request to ensure it is correctly documented and aligned with organizational standards, reducing risk and delays.

According to PMI's PMO practice guides and the PMI-PMOCP exam content outline, the Governance domain emphasizes oversight, adherence to processes, and facilitation. Helping the project manager navigate the change management process embodies good governance and improves project outcomes. This approach supports organizational strategy by enabling timely decision-making and maintaining project control.

Furthermore, while training is important, it is not an immediate solution for urgent requests. Telling the project manager to self-serve through OPAs (Option A) or simply directing them to follow governance models (Option B) without hands-on assistance risks delays and misunderstandings, particularly for new PMs.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Chapter on Change Management PMI PMO Value Ring and Practice Guides, Governance and Support Processes

### NEW QUESTION # 121

A PMO professional is providing strategic guidance to executives and has been tasked with advising the executives on various aspects of the organization's projects to drive success.

Which two tasks are within the scope of the advisory role for a PMO professional? (Choose 2)

- A. Project management methodologies.

- B. Company data and security policy.
- C. Project manager job descriptions.
- D. Project manager salary benchmarking data.

**Answer: A,B**

Explanation:

Advisory tasks typically include guidance on project management methodologies (B) and organizational policies such as data and security (D), ensuring project alignment with best practices and compliance requirements. PMI-PMOCP highlights these areas as central to the PMO's strategic advisory role.

Salary data (A) and job descriptions (C) are generally HR responsibilities outside PMO advisory scope.

Reference: PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Advisory Roles.

## NEW QUESTION # 122

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