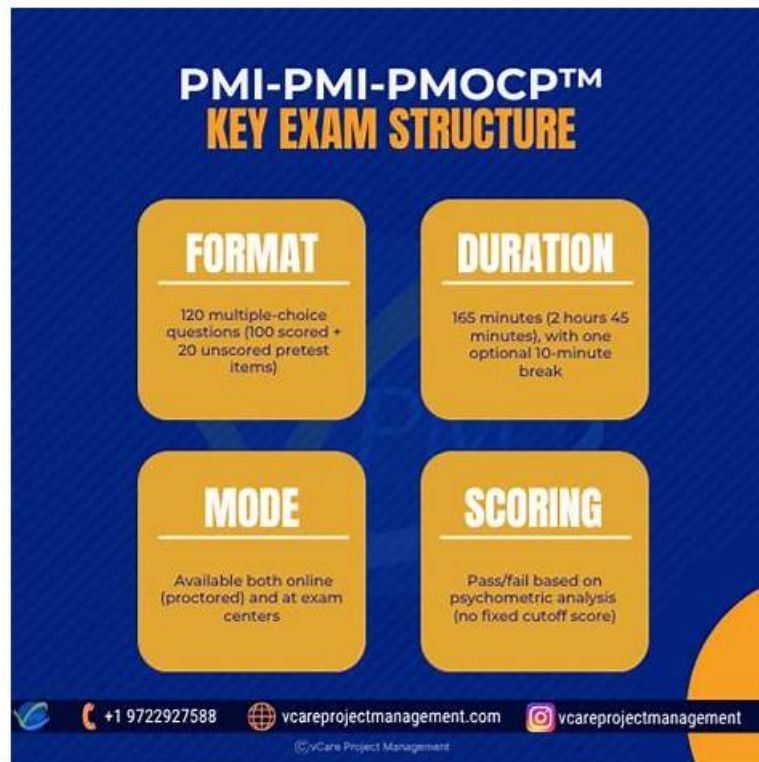


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PMI Project Management Office Certified Professional Sample Questions (Q14-Q19):

NEW QUESTION # 14

A PMO offers a service for managing projects. One of the PMO customers always demands that a specific project manager is assigned to their projects. However, it is not always possible to accommodate such requests, which causes dissatisfaction. What should the PMO professional do to improve the delivery of this service?

- A. Adjust the service-level agreement (SLA) with customers according to the existing capacity in order to realign their expectations.
- B. Identify the least-in-demand project managers, assess their individual performance, identify the skills gaps, and tailor training according to their specific needs.
- C. Analyze the reasons behind the customer dissatisfaction and hire more project managers with the required skill sets.
- **D. Embrace feedback and raise awareness about the consistency of the service delivery with the quality requirements, which is independent of the project manager assigned.**

Answer: D

Explanation:

To improve service delivery and manage expectations, the PMO professional should embrace customer feedback and emphasize the consistent quality and standards of service delivery, independent of which project manager is assigned. PMI-PMOCP highlights the importance of focusing on process and quality rather than individual preferences to maintain fairness and operational efficiency. While identifying skill gaps (option A), adjusting SLAs (option B), or hiring (option D) are valid considerations, the first step is managing perceptions and demonstrating that service quality does not depend on specific individuals. This approach promotes confidence in PMO capabilities and reinforces objective service standards.

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

NEW QUESTION # 15

A PMO professional observes that there is a lack of alignment among project priorities and the organizational strategic goals. What should the PMO professional do first?

- **A. Develop a prioritization framework that considers both project objectives and their alignment with strategic goals.**
- B. Schedule regular meetings between project managers and executive leadership to ensure ongoing alignment with strategic goals.
- C. Provide recommendations based on PMO expertise for aligning project priorities with strategic goals.
- D. Conduct a comprehensive review of organizational strategic goals and the project portfolio to identify alignment gaps.

Answer: A

Explanation:

In the PMI-PMOCP Strategic Alignment domain, addressing misalignment requires establishing clear, objective prioritization criteria. Developing a prioritization framework (Option A) is the first step because it provides a repeatable, transparent mechanism to evaluate projects relative to strategic goals, ensuring resources focus on the highest-value initiatives.

While understanding current gaps (Option C) and scheduling meetings (Option B) support ongoing alignment, they are secondary to having a formalized method. Recommendations (Option D) are more effective once a framework exists.

PMI guidance highlights that PMOs should institutionalize prioritization frameworks to translate strategy into execution and maintain alignment consistently.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Portfolio and Prioritization Sections PMI PMO Value Ring, Strategic Execution

NEW QUESTION # 16

A junior team member is assigned to a project that uses a unique, in-house methodology. What should the PMO professional do to ensure the junior team member is productive within the shortest possible time?

- **A. Assign a more senior team member to mentor and guide the junior team member.**
- B. Schedule a refresher training on the methodology for all project team members.
- C. Monitor the performance of the junior team member and provide training when required.
- D. Provide the junior team member with the methodology study guide for self-study.

Answer: A

Explanation:

Assigning a mentor to a junior team member accelerates learning and integration, especially with unique or complex methodologies. PMI-PMOCP recognizes mentoring as an effective knowledge transfer and support mechanism, fostering quicker adaptation and improved performance.

While monitoring (option A) and training (option D) are useful, mentorship provides continuous, contextual guidance. Self-study (option B) alone may be insufficient for rapid proficiency.

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

NEW QUESTION # 17

A software company hired a PMO professional to establish a new PMO to oversee the performance of its projects and create the required processes. The new PMO professional immediately conducted project management training sessions for all project managers, developed project templates, and regularly conducted project audits. After the PMO had been in service for a year, senior management decided to shut down the PMO due to lack of value generation.

What should the PMO professional have done differently to ensure that the PMO generated the desired value?

- A. Change the frequency of project audits in order to reduce the PMO operating costs.
- B. Reduce the costs of the PMO in the first year and increase it gradually year over year.
- **C. Validate and align with senior management's expectations at the beginning of the PMO setup.**
- D. Conduct the required training on a smaller scale first before delivering the training to all project managers.

Answer: C

Explanation:

A critical early step in establishing a PMO is to validate and align the PMO's purpose, objectives, and services with senior management expectations. PMI-PMOCP emphasizes stakeholder engagement and alignment as foundations for PMO success. Without this alignment, PMO efforts may miss organizational priorities, resulting in perceived lack of value.

While training and audits are important, their scale and scope should reflect the organization's needs and priorities. Costs and frequency changes (options A and C) are secondary to strategic alignment. Smaller scale training (option B) may help adoption but does not replace the need for clear expectation-setting.

Alignment ensures the PMO delivers relevant services and is recognized as a value driver.

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

NEW QUESTION # 18

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. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.
- **B. Support the project manager in creating the change request and guide the project manager through its submission and approval.**
- 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: B

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 # 19

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