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PMI Project Management Office Certified Professional Sample Questions (Q112-Q117):

NEW QUESTION # 112

A PMO professional is acting as the PMO leader temporarily in a well-established and mature PMO unit. In this role, a PMO professional receives an escalation from the portfolio manager that a new business stakeholder's activity is overlapping with key portfolio management functions.

What should the PMO professional do to resolve this issue?

- A. Train the new business stakeholder on the organization's key values.
- B. Refer the portfolio manager to the approved project charter.
- C. Assess the conflict resolution portion of the compliance code of conduct.
- D. **Review the adopted PMO charter with the portfolio manager and the new stakeholder.**

Answer: D

Explanation:

The PMO charter defines the PMO's roles, responsibilities, and boundaries. PMI-PMOCP stresses reviewing the charter with involved parties to clarify roles and resolve overlaps or conflicts, reinforcing governance and accountability.

Training on values (A), conflict resolution codes (C), or project charters (D) are less direct for resolving PMO governance overlap issues.

Reference:PMI-PMOCP Study Guide, Chapter on Governance and PMO Charter.

NEW QUESTION # 113

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

Answer: B

Explanation:

Gaining CEO sponsorship requires collaborating 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 # 114

Last year, a company established a new PMO to enhance the management of its customer projects. After 1 year, the CFO is dissatisfied with the perceived lack of value in the PMO's periodic reports, and the CIO has raised concerns about the PMO staff's insufficient IT competencies.

What should a PMO professional recommend to the company's CEO to address these concerns?

- A. Ask the PMO manager to meet with the CFO and rework the content of the periodical reports.
- B. **Ask the PMO manager to assess the needs and expectations of senior executives and remodel the PMO processes and competencies consequently.**
- C. Suggest organizing a meeting with the PMO manager to discuss the feedback from senior executives and determine the next steps.
- D. Suggest that the PMO manager train the PMO resources on cloud platforms and master new software development practices.

Answer: B

Explanation:

According to the PMI-PMOCP Strategic Alignment domain, PMOs must continuously align their services, processes, and competencies with organizational needs and senior executive expectations. Dissatisfaction from the CFO and CIO reflects a misalignment between the PMO's outputs and stakeholder needs.

The best approach is for the PMO manager to conduct a thorough assessment of senior executive expectations and needs, then adjust the PMO's processes and staff competencies accordingly to deliver measurable value. This may include reworking reporting content, improving technical skills, and adapting PMO functions to better support strategic objectives.

Options A and B are more reactive and limited to communication or reporting improvements without addressing underlying process and competency gaps. Option D, while related to IT skills, is too narrow and tactical without considering broader strategic realignment.

PMI standards emphasize ongoing stakeholder engagement and adaptive PMO capability building to maintain relevance and value delivery.

References:

NEW QUESTION # 115

A bank's PMO is responsible for project management governance and for supporting project managers across the organization. The bank is revising its strategic plan to respond to competitors' changes. The revised plan will affect the PMO governance structure and most of the bank's projects. The PMO professional has been tasked with preparing the organization for the strategic changes. What should the PMO professional do?

- A. Recommend which projects should be canceled, based solely on the projects' budgets, before the strategic plan revision is complete.
- B. Ensure that any changes from the strategic levels remain confidential for as long as possible to avoid creating panic in the organization.
- C. Call an urgent meeting with all the bank's project managers and sponsors and update the project charters before the strategic plan is revised.
- D. **Transmit changes from the strategic levels and identify projects that might need to reconsider budget, schedule, risks, and other factors.**

Answer: D

Explanation:

During strategic plan revisions, the PMO professional acts as a critical bridge between strategy and execution.

PMI-PMOCP highlights that the PMO must communicate strategic changes promptly and thoroughly to affected projects and identify adjustments required in budgets, schedules, risks, and other factors. This proactive approach enables the organization to realign projects with updated strategic priorities.

Recommending project cancellations prematurely (option A) or updating charters before the plan is finalized (option B) can cause confusion. Keeping changes confidential (option C) risks misinformation and mistrust.

Transparent communication ensures smooth transitions and stakeholder confidence.

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

NEW QUESTION # 116

Historically, an organization's PMO has been considered as a department that employs project managers, with its role linked to managing only internal projects. With a change in PMO leadership, the new PMO manager decides to elevate the role of the PMO and make it a strategic partner.

Which actions should the PMO manager take to achieve this goal?

- A. Organize knowledge-sharing sessions to showcase the PMO's strategic value.
- B. Align PMO initiatives with organizational objectives to support strategic decision-making.
- C. **Review current PMO services and introduce strategic offerings to gain greater access to executive leadership.**
- D. Rebrand the department as a strategic PMO to enhance its importance and prestige.

Answer: C

Explanation:

Elevating a PMO to a strategic partner requires reviewing existing services and expanding offerings that deliver strategic value, thereby gaining the attention and support of executive leadership. This action builds credibility and influence.

Rebranding (Option B) without substantive change is superficial. Knowledge sharing (Option C) and alignment with objectives (Option D) are valuable but more effective once strategic services are established.

PMI-PMOCP Strategic Alignment highlights evolving PMO services as foundational for increased strategic influence.

References:

PMI-PMOCPEExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Services PMI PMO Value Ring, Strategic Role Development

NEW QUESTION # 117

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