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## PMI Project Management Office Certified Professional Sample Questions (Q13-Q18):

### NEW QUESTION # 13

The PMO has decided to expand its services by including project prioritization and status reporting to better visualize project execution.

Which action should the PMO professional take next?

- A. Employ new PMO team members to help provide the requested services.
- B. Conduct regular project audits and reviews to ensure compliance and high quality.
- C. Identify the PMO customers' needs and determine the most effective approach to meet expectations.
- D. Develop new services and frameworks to ensure they are appropriately planned for implementation.

Answer: C

Explanation:

Comprehensive and Detailed Explanation:

[Same as Question 114]

#### NEW QUESTION # 14

An organization has recruited several new project managers and plans to launch multiple projects in the new fiscal year. The organization's executives aim to enhance the project management skills and capabilities of project managers. After these new project managers are on board, they enter the PMO-managed project manager resource pool for centralized resource allocation. What should the PMO Professional do to meet the organization's goals?

- A. Update the project management process to include extra time for training.
- **B. Provide training to project managers, PMO team members, and other stakeholders.**
- C. Identify project management risks if the project managers do not receive additional training.
- D. Facilitate collaboration across stakeholders, including executives, team members, other PMOs, and external partners.

**Answer: B**

Explanation:

To enhance the skills and capabilities of new project managers and meet organizational goals, the PMO professional should provide targeted training to project managers and related stakeholders. PMI-PMOCP stresses that competency development through formal training programs improves project performance, supports standardized practices, and builds organizational maturity. Training ensures that project managers understand methodologies, tools, and governance requirements, enabling them to contribute effectively when allocated from the PMO pool.

Identifying risks (option B) or facilitating collaboration (option C) are important but secondary. Updating processes (option D) without ensuring capability readiness may not address skill gaps.

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

#### NEW QUESTION # 15

An organization is going through a transformation process that will impact its processes and employee job descriptions. The PMO professional needs to ensure continuous improvement of the organization's PMO in these turbulent times. What should the PMO professional do in this situation?

- **A. Continuously reassess which PMO functions are in scope according to the new organizational changes.**
- B. Ask senior management to be involved in defining job descriptions for the project managers.
- C. Survey senior management and other PMO stakeholders to evaluate their satisfaction with PMO.
- D. Regularly review the internal project management methodologies, processes, and tools.

**Answer: A**

Explanation:

During organizational transformations, the PMO professional must continuously reassess the scope and functions of the PMO to ensure it remains aligned with evolving organizational structures and priorities. This dynamic adjustment enables the PMO to stay relevant and contribute effectively to change initiatives.

While reviewing methodologies and surveying stakeholders are important, focusing on the PMO's scope ensures its services and role evolve appropriately. Engaging senior management in job descriptions (Option A) is less direct to PMO continuous improvement. PMI-PMOCP Lifecycle Management emphasizes adaptability and ongoing alignment as core to PMO sustainability.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement PMI PMO Value Ring, Adaptability and Change Management

#### NEW QUESTION # 16

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. Send a reminder to the PMO community to clarify the importance of stakeholder engagement.
- D. Review the selection of project managers for strategic initiatives to ensure they are sufficiently trained.

**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 # 17

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. Educate customers on service-level agreements (SLAs) for each service.
- B. Prioritize and assign service requests based on their strategic impact.
- C. Escalate the issue to the executive team and request additional resources.
- 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 # 18

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