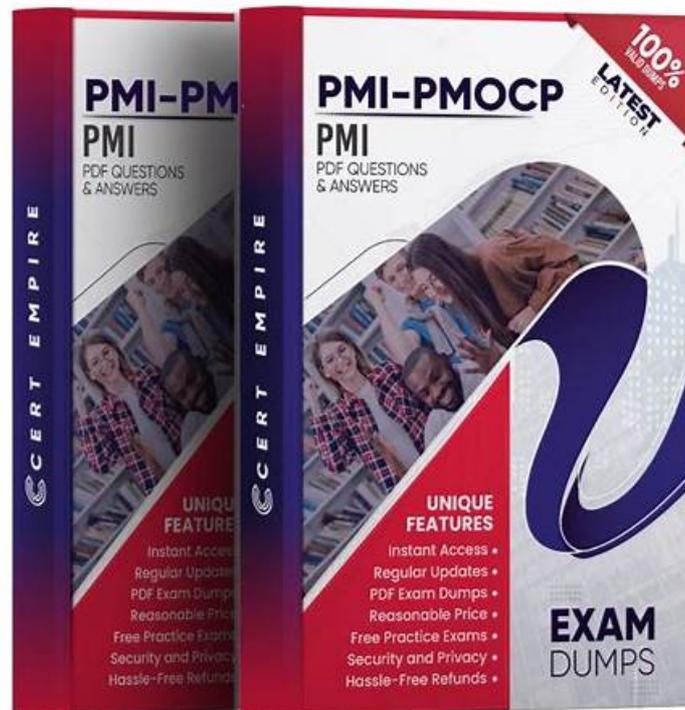


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## PMI Project Management Office Certified Professional Sample Questions (Q30-Q35):

### NEW QUESTION # 30

A PMO is ready to deploy new services that address the current, confirmed needs of the organization.

What is the first thing the PMO professional should do to ensure optimal implementation of the PMO services to meet customer expectations?

- A. Tailor educational activities with key customers based on their requests.
- B. Create and distribute detailed user guides and other educational information.
- C. Educate all customers on the PMO services available.
- **D. Define a step-by-step approach to deploy the new PMO services.**

**Answer: D**

Explanation:

Before deploying new services, the PMO professional must define a clear, step-by-step deployment plan.

PMI-PMOCP stresses that a structured approach allows for careful coordination, resource allocation, stakeholder engagement, and risk management during service implementation, ensuring alignment with customer expectations and organizational goals.

Educational activities (options A, C, D) are essential but should follow a well-planned rollout strategy. A comprehensive deployment approach minimizes disruptions and maximizes adoption success.

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

### NEW QUESTION # 31

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

**Answer: A**

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 # 32

During the execution phase of the project, the PMO professional notices that a project team is consistently falling behind schedule.

Despite the best efforts of the PMO to provide additional resources and support, the team continues to struggle with meeting the deliverables. The PMO professional determines that the root cause of the delays is poor communication among team members.

Which two tasks should the PMO professional take? (Choose 2)

- A. Escalate the issue to senior management and request additional budget for outsourcing certain project tasks to external vendors.
- **B. Provide a series of project management training sessions to improve communication skills and foster better teamwork.**
- C. Replace some resources from the project team to make collaboration among the team more efficient.
- D. Reallocate additional resources from other project teams to compensate for the delays and ensure timely completion.
- **E. Implement project management software to facilitate real-time collaboration and communication among team members.**

**Answer: B,E**

Explanation:

Addressing poor communication requires a combination of enabling tools and skill development.

Implementing project management software (Option B) provides technological support for real-time collaboration, while targeted

training (Option E) builds communication competencies and teamwork culture.

Replacing team members (Option A) may be disruptive and should be a last resort. Adding more resources (Option C) or escalating for outsourcing (Option D) addresses symptoms but not the root cause.

PMI-PMOCP Lifecycle Management stresses the importance of identifying root causes and implementing multifaceted solutions for team performance issues.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Team Performance and Communication PMI PMO Value Ring, Resource and Communication Management

### NEW QUESTION # 33

As part of a merger between two companies, a PMO professional consultant is hired to conduct an organizational project management (OPM) maturity assessment. The consultant must evaluate how well each organization manages portfolios, programs, and projects, and how their processes align with organizational objectives.

What should the PMO professional consultant do first?

- A. Meet with the executive team to determine how project success is measured and reported at the strategic level.
- B. Interview the PMO team members to understand their challenges when adopting new tools and methodologies.
- C. Evaluate how well each organization tracks project performance data to measure maturity across the portfolios.
- **D. Conduct a comprehensive assessment using an established OPM maturity model to identify gaps and opportunities for improvement.**

**Answer: D**

Explanation:

The consultant should begin with a comprehensive maturity assessment using a recognized OPM maturity model. This holistic assessment identifies gaps, strengths, and opportunities across portfolios, programs, and projects, forming a basis for improvement planning.

Data tracking (Option B), interviewing team members (Option C), and meeting executives (Option D) are important but follow a formal assessment framework.

PMI-PMOCP Strategic Alignment stresses structured maturity assessments as foundational in organizational change.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Organizational Project Management (2014)

PMI PMO Value Ring, Maturity Assessment

### NEW QUESTION # 34

There have been numerous complaints about the performance of one of the project managers.

How should the PMO professional address this issue?

- A. Review the PMO maturity report and make an appropriate decision based on the findings.
- **B. Conduct a competency gap analysis and provide respective trainings and coaching.**
- C. Check the project manager's talent development plan and identify gaps for improvement.
- D. Reassign the project manager to another role and replace them with a more skilled project manager.

**Answer: B**

Explanation:

The most effective way to address performance issues is through a competency gap analysis followed by targeted training and coaching to develop the project manager's skills. This approach fosters growth, improves capability, and addresses root causes rather than just symptoms.

Reassignment or replacement (Option B) is a last resort. Reviewing maturity reports (Option A) or checking development plans (Option C) are preliminary steps but don't directly address the immediate performance issues.

PMI-PMOCP Lifecycle Management emphasizes structured talent development and coaching for improving project manager performance.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Capability Development

## NEW QUESTION # 35

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