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PMI Project Management Office Certified Professional Sample Questions (Q16-Q21):

NEW QUESTION # 16
The chief strategy officer and the PMO professional are working on the strategic plan while defining the long- term strategic vision of a rapidly growing startup. They are setting the strategic goals and developing action plans.
What should be the PMO professional's primary focus to help ensure alignment to these strategic goals?

- A. Help senior management track project and program progress with predefined key performance indicators (KPIs).
- B. Help prioritize customer projects with the biggest monetary value and the highest impact on customer satisfaction.
- C. Help to obtain the project managers' feedback on the action plan to ensure continuous improvement and refinement of the objectives.
- D. Help prioritize projects based on their contributions to overall strategy and work to ensure that high- impact projects get the needed resources.

Answer: D

Explanation:

The PMO professional's primary role in strategic alignment is toprioritize projects based on their strategic contribution and ensure that high-impact projects receive sufficient resources. This prioritization maximizes organizational value and supports strategic goal achievement.

Tracking KPIs (Option B), prioritizing customer projects by monetary value (Option C), and gathering project managers' feedback (Option D) are supportive but secondary activities.

PMI-PMOCP Strategic Alignment stresseseffective prioritization as critical to strategy execution.

References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Prioritization

PMI PMO Value Ring, Strategy Execution

NEW QUESTION # 17

A construction company is undertaking a large-scale infrastructure project to build a new highway network connecting major cities. The project involves multiple phases, including planning, design, construction, and maintenance. A PMO professional has been tasked with supporting the project manager to ensure the successful completion of the project.

What should the PMO professional do to help the project manager overcome the challenges with this project?

- A. Assess the needs of the project manager as a PMO customer in the project to define a valuable set of PMO services to offer.
- B. Implement firm project management methodologies and processes to standardize project execution and control.
- C. Assign additional resources to projects based on project managers' requests to alleviate workload pressures.
- D. Minimize communication with the project manager to avoid micromanagement and encourage autonomy.

Answer: A

Explanation:

The role of the PMO professional, as defined in the PMI Project Management Office Certified Professional (PMI-PMOCP)framework, is primarily to act as a strategic partner and customer-centric service provider to the project manager and the project team. To effectively support the project manager, the PMO professional must first assess and understand the specific needs and challenges faced by the project manager. This assessment allows the PMO to tailor and offer the most relevant and valuable PMO services-whether that involves governance support, resource management, reporting, risk facilitation, or process guidance. Simply assigning resources or enforcing rigid methodologies without this needs analysis may not effectively address the unique challenges of the project or the project manager's current context. Furthermore, reducing communication contradicts the PMO's function to enhance collaboration and provide timely assistance.

According to PMI-PMOCP guidance (PMI, 2021), successful PMO engagement is rooted in understanding the "customer" (project manager) and delivering value-added services aligned with project needs and organizational objectives. This customer-centric approach strengthens governance, optimizes resource utilization, and enhances project delivery success across complex, multi-phased projects like large infrastructure developments.

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

NEW QUESTION # 18

The project sponsor and the manufacturing director of a PMO-managed project have different opinions about the development of a new order-tracking system.

What should the PMO professional do to avoid this situation in the future?

- A. Involve key stakeholders to ensure that requirements are not overlooked.
- B. Develop an effective project scope and change control process during project planning.
- C. Advise executives to complete a roles and responsibility matrix in the project planning.
- D. Ensure that the project sponsor has approved the requirements.

Answer: A

Explanation:

Conflicting opinions among key stakeholders typically arise whenstakeholders are not effectively engaged during requirements gathering and project planning. Involving all key stakeholders early (Option B) helps ensure comprehensive requirements, reduces misunderstandings, and fosters alignment.

While scope and change control processes (Option A) are necessary, they do not replace stakeholder engagement. Roles matrices

(Option C) and approvals (Option D) support governance but do not proactively prevent requirements misalignment.
PMI-PMOCP Governance practices highlight early stakeholder involvement as a key success factor.
References:
PMI-PMOCPExam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), Stakeholder Management PMI PMO Value Ring, Stakeholder
Engagement

NEW QUESTION # 19

A pharmaceutical company operates an enterprise PMO (EPMO) that provides different types of services to several different PMO
customers. The PMO leader wants to ensure that the service offerings of the EPMO are catering to the needs of its diverse PMO
customers and delivering maximum value.
What should the PMO lead do?

- A. Update all EPMO service offerings regularly to reflect the latest industry trends and technological advancements.
- B. Offer a standard set of services to all customers, ensuring consistency and reliability across the board.
- C. Segment the customers based on common characteristics and develop services adapted for the specific needs of each
  segment.
- D. Prioritize the needs of their largest customer group and design the EPMO services primarily around them.

Answer: C

Explanation:
Segmenting customers based on shared characteristics (Option D) allows the PMO to tailor services to distinct needs, increasing
relevance and value for diverse groups.
Prioritizing only the largest group (Option A) or offering standard services (Option B) may ignore other segments' needs. Regular
updates to services (Option C) are useful but must be combined with segmentation to be effective.
PMI-PMOCP Strategic Alignment encourages customer segmentation and targeted service design for maximum impact.
References:
PMI-PMOCPExam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Project Management Offices (2013), Customer Segmentation PMI PMO Value Ring, Customer
Centricity

NEW QUESTION # 20

During the last portfolio steering meeting, business representatives complained about the sudden unavailability of some critical
resources for a project with very high visibility and importance. The PMO leader was not informed of this risk by the project
manager.
Which action should the PMO leader take to avoid similar situations in the future?

- A. Facilitate the adoption of risk management practices by project managers.
- B. Identify the skills the project managers need additional training in.
- C. Review the processes identified as critical with the project managers.
- D. Schedule regular meetings with all of the project managers.

Answer: C

Explanation:
The PMO leader's role includes ensuring critical processes related to risk identification and escalation are clear and consistently
followed. PMI-PMOCP highlights the importance of reviewing and reinforcing critical processes with project managers to prevent
communication breakdowns and risk management failures. By reviewing these processes, the PMO leader ensures project managers
understand their responsibilities for timely risk reporting and escalation.
While scheduling meetings (option B) and facilitating risk management adoption (option D) are supportive measures, the root cause
often lies in process clarity and adherence. Identifying skills gaps (option C) can help but may not directly address process
awareness. Strengthening critical processes mitigates risks effectively and improves governance transparency.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-
PMOCP Study Guide, Chapter on Governance and Risk Management.

NEW QUESTION # 21

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