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PMI Project Management Office Certified Professional Sample Questions (Q91-Q96):

NEW QUESTION # 91
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. Identify the skills the project managers need additional training in.
- B. Schedule regular meetings with all of the project managers.
- C. Review the processes identified as critical with the project managers.
- D. Facilitate the adoption of risk management practices by 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 # 92
A multinational company seeks to establish and maintain strong governance for its PMO to ensure efficient service delivery, accountability, and alignment with organizational goals.
What is the most critical action the PMO professional should take when establishing PMO governance to ensure the PMO operates effectively?

- A. Rely on the existing successful project governance processes within the organization so that the PMO services will align naturally with them.
- B. Develop a flexible PMO governance framework tailored to the PMO's unique functions and services, ensuring it can adapt to changing organizational needs while maintaining control and oversight.
- C. Implement standardized governance processes that apply equally to all departments, ensuring that every aspect of PMO operations is controlled and monitored with strict procedures.
- D. Focus on increasing the number of governance meetings and reporting cycles to ensure PMO activities are constantly monitored and adjusted as necessary.

Answer: B

Explanation:
Effective PMO governance requires atailored and flexible governance frameworkthat balances control with adaptability. PMI-PMOCP stresses that governance must reflect the PMO's specific roles, services, and organizational context, enabling it to evolve with changing needs while providing appropriate oversight.
Relying solely on existing governance (option B) or focusing on frequency of meetings (option C) may not address unique PMO requirements. Strict standardized processes (option D) risk rigidity that can hinder responsiveness.

NEW QUESTION # 93

A PMO professional for an engineering company conducted an assessment to collect the benefits expectations of PMO stakeholders. With their input, several services have been defined.

What should the PMO professional do to maximize the chances of success in rolling out these services to PMO customers?

- A. Develop detailed contingency plans for potential risks identified in later phases of the implementation.
- B. Prioritize quick wins in the initial phases of the implementation to demonstrate early success.
- C. Apply a phased approach for rolling out the PMO service offerings with metrics to monitor the progress.
- D. Engage with PMO stakeholders to collect further input and get a deeper understanding of their requirements.

Answer: B

Explanation:

Prioritizingquick wins early in service rolloutbuilds momentum, gains stakeholder confidence, and demonstrates tangible benefits that help sustain support for further implementation.

While contingency planning (Option B) and phased approaches with metrics (Option C) are valuable, early visible successes are critical. Further stakeholder engagement (Option D) is important but should follow initial implementation to maintain focus.

PMI-PMOCP Lifecycle Management recommends quick wins as a strategy to accelerate adoption.

References:

PMI-PMOCPExam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Service Implementation PMI PMO Value Ring, Change Management

NEW QUESTION # 94

A PMO currently serves all investment initiatives within a company and has reached a high level of maturity.

The executive leadership team is enthusiastic about PMO value, and all PMO customers promote its services.

The PMO professional who leads the PMO has received information that the innovation portfolio struggles with its initiatives.

What should the PMO professional do first to support the innovation portfolio?

- A. Meet with the innovation manager and understand their situation to see how the PMO can support them.
- B. Engage with the executive team to assess current strategic initiatives and align services to drive additional value.
- C. Ask for a mandate from the executive team to support the innovation initiatives.
- D. Demonstrate to the innovation team how the PMO supports effective delivery of investment projects within the organization.

Answer: B

Explanation:

The first step is toengage with the executive team to assess the status of strategic initiatives and ensure that PMO services are aligned to address challenges and add value. This top-down engagement aligns innovation efforts with organizational priorities and secures executive support.

Demonstrating support (Option A) or meeting the innovation manager (Option D) are valuable but follow alignment with executive priorities. Requesting a mandate (Option C) may delay action.

PMI-PMOCP Strategic Alignment highlights executive engagement and service realignment as primary levers for portfolio support.

References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Portfolio Alignment PMI PMO Value Ring, Strategic Portfolio Management

NEW QUESTION # 95

A PMO professional is supporting project managers who are implementing a new organization-wide user support system. The PMO professional needs to help the project managers enable change management effectively within the organization. In recent years, similar initiatives have failed because employees were too focused on the negative effects of change. The changes were enforced by sending memos to employees who did not adopt the new processes. The instructions to adopt the new processes did not offer any

flexibility.

Which approach should the PMO professional recommend to enable change this time?

- A. Enforce the adoption of the new processes with zero tolerance for variations or room for user feedback.
- B. Ensure that all users know exactly what to do in every situation during the change process.
- C. Allow users to use social networks to express their negative feelings about the change.
- D. Build trust and collaboration and communicate a shared vision and goals early in the project.

Answer: D

Explanation:
Successful change management requiresbuilding trust, fostering collaboration, and communicating a clear shared visionearly in the project. PMI-PMOCP emphasizes engaging stakeholders positively to overcome resistance and create ownership of change initiatives.
Permitting negative expressions without guidance (option B), rigid enforcement (option C), or overly prescriptive instructions (option D) hinder adoption. Collaborative, transparent communication cultivates acceptance and sustained change.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Change Management and Stakeholder Engagement.

NEW QUESTION # 96
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