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PMI Project Management Office Certified Professional Sample Questions (Q22-Q27):

NEW QUESTION # 22

A PMO professional is mentoring a project manager who is overseeing a project critical to the organization's strategic goals. The project manager has encountered resistance from a key stakeholder who believes the project's direction might jeopardize their department's interests. Despite written communication, the stakeholder remains concerned. What should the PMO professional advise the project manager to do?

- A. Assign a team member to handle the stakeholder and mitigate their objections.
- B. Escalate the issue to senior management to override the stakeholder's objections.
- **C. Convene a meeting with the stakeholder to better understand their concerns.**
- D. Continue with the project as planned, ignoring the stakeholder's concerns.

Answer: C

Explanation:

Direct engagement through a meeting to understand stakeholder concerns is the recommended approach.

PMI-PMOCP stresses active listening and open dialogue as key techniques for resolving resistance, building trust, and finding collaborative solutions that align project and stakeholder interests.

Escalating prematurely (option A) or ignoring concerns (option D) risks damaging relationships and project success. Delegating the issue (option C) may fragment accountability.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Stakeholder Engagement and Conflict Resolution.

NEW QUESTION # 23

A PMO professional for an engineering company was contacted by a newly hired project manager who wanted to submit an urgent change request to reset the baseline for the project schedule. The project manager did not understand the process for submitting such a request. Because this project is critical for the company, any delays might put the project at risk. What should the PMO professional do?

- A. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.
- B. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.
- C. Ensure that the project manager attends the required training that will provide more information about the change management process.
- **D. Support the project manager in creating the change request and guide the project manager through its submission and approval.**

Answer: D

Explanation:

In the context of the PMI-PMOCP Governance domain, one of the critical functions of the PMO professional is to provide proactive support and guidance to project managers, especially when urgent changes are needed in critical projects. Although organizational process assets (OPAs) and governance models provide important frameworks and tools, the PMO's role extends beyond simply pointing to these resources. The PMO professional should actively assist the project manager in preparing the change request to ensure it is correctly documented and aligned with organizational standards, reducing risk and delays.

According to PMI's PMO practice guides and the PMI-PMOCP exam content outline, the Governance domain emphasizes oversight, adherence to processes, and facilitation. Helping the project manager navigate the change management process embodies good governance and improves project outcomes. This approach supports organizational strategy by enabling timely decision-making and maintaining project control.

Furthermore, while training is important, it is not an immediate solution for urgent requests. Telling the project manager to self-serve through OPAs (Option A) or simply directing them to follow governance models (Option B) without hands-on assistance risks delays and misunderstandings, particularly for new PMs.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Chapter on Change Management PMI PMO Value Ring and Practice Guides, Governance and Support Processes

NEW QUESTION # 24

A PMO professional uses a project portfolio performance dashboard designed using PMO standard metrics.

The PMO professional discovers that the lab team is using its own metrics. The lab team's project manager explains that the PMO standard metrics are not meaningful to their team.

How should the PMO professional ensure that the PMO standard metrics are captured, while allowing flexibility for the lab team?

- A. Redesign the PMO project portfolio performance dashboard including a special section displaying the lab team's specific metrics.
- B. Allow the lab team's project manager to continue collecting metrics that are meaningful to their team, having them report "N/A" in place of the PMO standard metrics.
- **C. Understand the gaps between the PMO standard metrics and the lab team's metrics and adapt the data collection to ensure that all valuable metrics are reported.**
- D. Request the lab team's project manager to stop collecting any lab-team-specific metrics and only report the PMO standard metrics.

Answer: C

Explanation:

In governance and performance reporting, the PMO must maintain standard metrics to ensure consistency, comparability, and alignment across the portfolio. However, a successful PMO also recognizes the unique needs of individual teams and projects, balancing standardization with flexibility. The PMI-PMOCP framework emphasizes that PMOs should work collaboratively with project teams to understand their specific requirements and challenges.

By understanding the gaps between the PMO standard metrics and the lab team's metrics, the PMO professional can adapt data collection methods to include both standard and team-specific metrics. This approach ensures that key portfolio-wide data remains consistent for leadership while allowing the lab team to track and report on metrics that directly support their work and add meaningful insight. Such an adaptive approach increases stakeholder engagement, improves data quality, and promotes transparency.

Simply enforcing rigid standards (option B) or ignoring PMO metrics (option C) risks losing valuable oversight or data consistency. Meanwhile, redesigning the entire dashboard (option D) without a needs analysis may lead to unnecessary complexity. PMI-PMOCP guidelines advocate for a collaborative, value-driven approach in metric standardization and customization.

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

NEW QUESTION # 25

Senior management at a small company is dissatisfied with project performance and has tasked the PMO with addressing the issue. An organizational project management (OPM) maturity assessment has uncovered significant gaps compared to industry standards. What should the PMO professional do first?

- **A. Develop a roadmap for improving the overall project management maturity within the organization.**
- B. Plan training and development programs for project team members to fill the competency gaps.
- C. Hire experienced and highly skilled project managers to take over underperforming projects.
- D. Implement agile project management approaches and tools to improve project performance.

Answer: A

Explanation:

After identifying significant gaps through an OPM maturity assessment, the first step is to develop a strategic roadmap that outlines targeted initiatives to improve maturity. PMI-PMOCP guidance highlights the importance of a structured, phased approach to maturity improvement that includes defining goals, prioritizing actions, and aligning with organizational strategy.

Training (option A), agile adoption (option C), or hiring (option D) can be components of the roadmap but should follow a comprehensive plan to ensure cohesion and sustainability. The roadmap ensures all improvement activities are coordinated, aligned, and measurable, optimizing resource allocation and change management efforts.

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

NEW QUESTION # 26

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

Answer: C

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 # 27

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