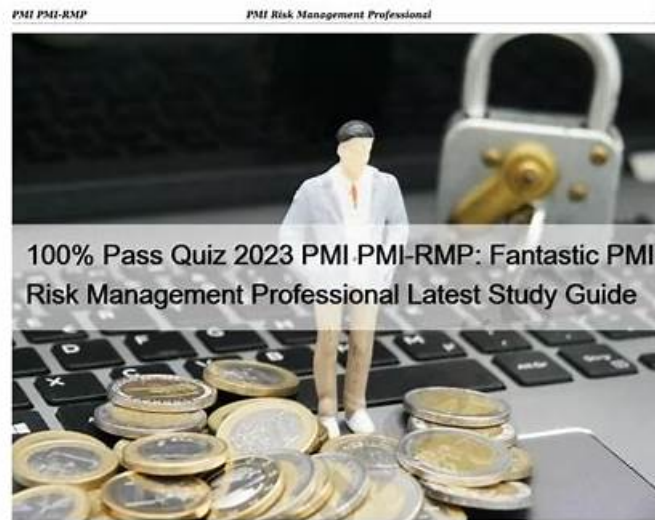


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PMI Project Management Office Certified Professional Sample Questions (Q57-Q62):

NEW QUESTION # 57

A company aims to build a series of nuclear power plants and wants to establish a PMO to support its large- scale and high-risk strategy. The PMO professional has already developed the PMO vision, mission, and high- level strategy. What should the PMO professional do next?

- A. Outline the expected benefits of the program's strategy.
- B. Identify critical factors that shape PMOs across the energy industry.
- C. Determine the most common risks and pain points in the energy sector.
- **D. Define the PMO scope, authority, roles, and responsibilities.**

Answer: D

Explanation:

After establishing vision and strategy, the PMO professional must define the PMO scope, authority, roles, and responsibilities. PMI-PMOCP stresses that clear definition of the PMO's mandate enables effective governance, service delivery, and stakeholder alignment, especially in complex, high-risk industries like nuclear energy.

Understanding risks (option A), benefits (option C), or industry factors (option D) are important but follow the foundational establishment of PMO scope and structure.

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

NEW QUESTION # 58

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

Answer: C

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

NEW QUESTION # 59

The organization's PMO intends to transform its role into an agility-driven PMO.

Which option should the PMO leader take to help the PMO become more agile?

- A. Establish a process for collecting new ideas to improve PMO services for customers.
- B. Implement the Scrum framework within the agile teams to enhance collaboration.
- **C. Collaborate with PMO customers to develop and prioritize a comprehensive product backlog.**
- D. Introduce a collaborative software platform to streamline team communication.

Answer: C

Explanation:

Transforming a PMO into an agility-driven entity requires embracing agile principles of flexibility, responsiveness, and customer collaboration. PMI-PMOCP emphasizes collaborating with customers to develop and prioritize a product backlog as a foundational agile practice. This backlog reflects customer needs, enabling the PMO to deliver incremental value and adapt priorities dynamically. While establishing idea collection (option B), adopting Scrum (option C), and improving communication tools (option D) support agility, the product backlog represents the central mechanism for agile planning and delivery. It aligns the PMO's work with stakeholder priorities and fosters iterative improvement.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Agile Practices in the PMO.

NEW QUESTION # 60

A PMO professional received feedback from the project managers indicating that the project management software is not user friendly and fails to support their work. Which action should the PMO professional take to address this concern?

- A. Meet with the software developers to address the software complaints.
- B. Escalate the issue to the project sponsor to reinforce compliance.
- **C. Schedule feedback meetings with the project managers to discuss the complaints.**
- D. Identify appropriate software training for the project managers.

Answer: C

Explanation:

Within the Governance domain of PMI-PMOCP, addressing tool-related issues requires active stakeholder engagement and open communication. Scheduling feedback meetings with project managers (Option C) allows the PMO professional to gather detailed, actionable information about specific usability challenges, prioritize them, and then coordinate solutions.

Jumping directly to training (Option A) might miss underlying issues with the software itself. Meeting with developers (Option B) without clear user input can lead to unfocused fixes. Escalating (Option D) prematurely risks damaging trust and does not solve the root problem.

PMI guidance highlights the importance of facilitating two-way communication and incorporating user feedback as a foundation of effective governance and continuous improvement.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance and Stakeholder Engagement Sections
PMI PMO Value Ring, Feedback and Continuous Improvement

NEW QUESTION # 61

A PMO professional is providing strategic guidance to executives and has been tasked with advising the executives on various aspects of the organization's projects to drive success.

Which two tasks are within the scope of the advisory role for a PMO professional? (Choose 2)

- **A. Company data and security policy.**
- B. Project manager job descriptions.
- C. Project manager salary benchmarking data.
- **D. Project management methodologies.**

Answer: A,D

Explanation:

Advisory tasks typically include guidance on project management methodologies (B) and organizational policies such as data and security (D), ensuring project alignment with best practices and compliance requirements. PMI-PMOCP highlights these areas as central to the PMO's strategic advisory role.

Salary data (A) and job descriptions (C) are generally HR responsibilities outside PMO advisory scope.

Reference: PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Advisory Roles.

NEW QUESTION # 62

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