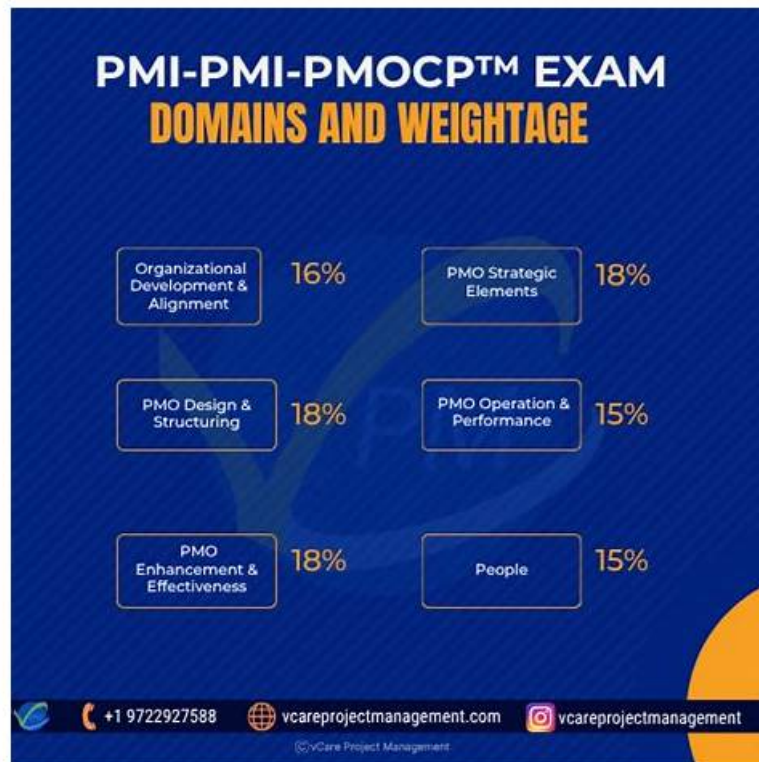


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## PMI Project Management Office Certified Professional Sample Questions (Q66-Q71):

NEW QUESTION # 66

An organization is going through a transformation process that will impact its processes and employee job descriptions. The PMO professional needs to ensure continuous improvement of the organization's PMO in these turbulent times. What should the PMO professional do in this situation?

- A. Ask senior management to be involved in defining job descriptions for the project managers.
- B. Regularly review the internal project management methodologies, processes, and tools.
- **C. Continuously reassess which PMO functions are in scope according to the new organizational changes.**
- D. Survey senior management and other PMO stakeholders to evaluate their satisfaction with PMO.

**Answer: C**

Explanation:

During organizational transformations, the PMO professional must continuously reassess the scope and functions of the PMO to ensure it remains aligned with evolving organizational structures and priorities. This dynamic adjustment enables the PMO to stay relevant and contribute effectively to change initiatives.

While reviewing methodologies and surveying stakeholders are important, focusing on the PMO's scope ensures its services and role evolve appropriately. Engaging senior management in job descriptions (Option A) is less direct to PMO continuous improvement. PMI-PMOCP Lifecycle Management emphasizes adaptability and ongoing alignment as core to PMO sustainability.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement PMI PMO Value Ring, Adaptability and Change Management

#### NEW QUESTION # 67

A new portfolio management tool was introduced as the organization took on more projects. A few months later, the PMO professional observes that the organization is paying for more functionality than the project teams are using. What should the PMO professional do first?

- A. Arrange additional training sessions to ensure the adoption of all features.
- B. Review the tool specification to ensure it fits the initial user requirements.
- C. Schedule weekly reviews of tool usage and remove unnecessary functionalities.
- **D. Survey end users to understand the tool's usage patterns.**

**Answer: D**

Explanation:

Understanding actual tool usage patterns via end-user surveys is critical before making decisions about training, feature removal, or specification review. This approach gathers data to diagnose adoption barriers or misalignments.

Training (Option A), reviews (Option B), and specification checks (Option C) are appropriate later but depend on understanding user behavior.

PMI-PMOCP Lifecycle Management recommends data-driven analysis to optimize tool deployment.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Tools and Technology PMI PMO Value Ring, Technology Adoption

#### NEW QUESTION # 68

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. Support the project manager in creating the change request and guide the project manager through its submission and approval.**
- C. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.
- D. Ensure that the project manager attends the required training that will provide more information about the change

management process.

**Answer: B**

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 # 69

A PMO team member with limited experience as a project manager was hired 2 years ago. The PMO team member has been identified as being talented in their role. Currently, the PMO team member is playing a key role in a strategic program and is facing challenges in specific areas such as leadership and stress management.

What steps should the PMO professional take to develop the competencies of the PMO team member?

- A. Arrange for the PMO team member to shadow a manager recognized for strong leadership abilities.
- B. Provide personalized coaching to the PMO team member.
- C. Require the PMO team member to complete a project management training program.
- D. Enroll the PMO team member in a course focused on facilitation skills.

**Answer: A**

Explanation:

Mentorship and shadowing experienced leaders provide hands-on learning and exposure to practical leadership behaviors. PMI-PMOCP highlights that experiential learning through observation and guidance is effective for developing competencies like leadership and stress management.

Training courses (option A or C) and coaching (option D) support development but shadowing offers direct, contextual experience beneficial for leadership growth.

Reference: PMI-PMOCP Study Guide, Chapter on Human Capital Management and Competency Development.

#### NEW QUESTION # 70

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. Review the processes identified as critical with the project managers.
- C. Schedule regular meetings with all of the project managers.
- D. Facilitate the adoption of risk management practices by project managers.

**Answer: B**

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 # 71

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