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PMI Project Management Office Certified Professional Sample Questions (Q114-Q119):

NEW QUESTION # 114
A PMO is ready to deploy new services that address the current, confirmed needs of the organization.
What is the first thing the PMO professional should do to ensure optimal implementation of the PMO services to meet customer expectations?

- A. Create and distribute detailed user guides and other educational information.
- B. Tailor educational activities with key customers based on their requests.
- C. Educate all customers on the PMO services available.
- D. Define a step-by-step approach to deploy the new PMO services.

Answer: D

Explanation:
Before deploying new services, the PMO professional must define a clear, step-by-step deployment plan.
PMI-PMOCP stresses that a structured approach allows for careful coordination, resource allocation, stakeholder engagement, and risk management during service implementation, ensuring alignment with customer expectations and organizational goals.
Educational activities (options A, C, D) are essential but should follow a well-planned rollout strategy. A comprehensive deployment approach minimizes disruptions and maximizes adoption success.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Service Delivery and Lifecycle Management.

NEW QUESTION # 115
A newly hired PMO professional works within the PMO and supports a large enterprise program. This professional is expected to guide junior PMO team members but faces difficulties with team management and collaboration.
How should the PMO leader best support the PMO professional in overcoming these challenges?

- A. Mentor the team member to help build their confidence.
- B. Offer personalized coaching with a focus on leadership skills.
- C. Arrange regular knowledge-sharing sessions in the PMO community.
- D. Organize an all-hands meeting for the PMO team to discuss their challenges.

Answer: B

Explanation:
Personalized coaching focusing on developing leadership skillsis the best support to help the PMO professional overcome management and collaboration challenges. Coaching addresses individual development needs in a targeted manner.
Mentoring (Option A) is helpful but broader coaching better addresses leadership competencies. All-hands meetings (Option B) or knowledge-sharing sessions (Option D) are supportive but less personalized.
PMI-PMOCP Lifecycle Management promotes leadership development as essential for PMO team effectiveness.
References:
PMI-PMOCPExam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Leadership Development

NEW QUESTION # 116
A PMO professional must create a strategic presentation for stakeholders to provide visibility on the company's projects.
Which two types of information should the PMO professional present to the stakeholders? (Choose 2)

- A. Comprehensive documentation of the program
- B. Organizational chart for the PMO
- C. Organizational roadmap of initiatives
- D. Roles, responsibilities, and processes
- E. Current state of projects, including issues

Answer: C,E

Explanation:
Stakeholders need high-level visibility ofthe organizational roadmap of initiativesto understand how projects align with strategic objectives. Additionally, presenting thecurrent state of projects, including issues, ensures transparency and enables informed decision-making. PMI-PMOCP stresses that strategic presentations focus on relevant, timely information that supports governance and stakeholder engagement.
Detailed program documentation (option A), internal roles (option C), or PMO organizational charts (option D) are generally not prioritized in strategic-level presentations due to complexity or limited stakeholder interest.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Stakeholder Communication.

NEW QUESTION # 117
Historically, an organization's PMO has been considered as a department that employs project managers, with its role linked to managing only internal projects. With a change in PMO leadership, the new PMO manager decides to elevate the role of the PMO

and make it a strategic partner.
Which actions should the PMO manager take to achieve this goal?

- A. Organize knowledge-sharing sessions to showcase the PMO's strategic value.
- B. Rebrand the department as a strategic PMO to enhance its importance and prestige.
- C. Align PMO initiatives with organizational objectives to support strategic decision-making.
- D. Review current PMO services and introduce strategic offerings to gain greater access to executive leadership.

Answer: D

Explanation:
Elevating a PMO to a strategic partner requiresreviewing existing services and expanding offerings that deliver strategic value, thereby gaining the attention and support of executive leadership. This action builds credibility and influence.
Rebranding (Option B) without substantive change is superficial. Knowledge sharing (Option C) and alignment with objectives (Option D) are valuable but more effective once strategic services are established.
PMI-PMOCP Strategic Alignment highlights evolving PMO services as foundational for increased strategic influence.
References:
PMI-PMOCPExam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Project Management Offices (2013), Strategic Services PMI PMO Value Ring, Strategic Role Development

NEW QUESTION # 118
The PMO at a large company operating in a highly regulated industry is responsible for defining the project management processes for the company.
Which action should the PMO Professional take to ensure that the processes are adhered to?

- A. Occasionally follow up the process deliverables of the most important projects.
- B. Execute regular audits to evaluate adherence to the processes.
- C. Trust the project teams to follow the processes and comply with the systems.
- D. Schedule random meetings to follow up the process deliverables.

Answer: B

Explanation:
In regulated environments,regular auditsare essential to ensure compliance with established project management processes and standards. PMI-PMOCP highlights audits as a key governance tool that verifies adherence, identifies deviations, and enforces accountability.
Relying on trust (option C), occasional follow-ups (option D), or random meetings (option B) lacks the rigor required for regulatory compliance and risks gaps in governance.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Governance and Compliance.

NEW QUESTION # 119
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