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PMI Project Management Office Certified Professional Sample Questions (Q107-Q112):

NEW QUESTION # 107

A food industry company recently acquired a new company. To ensure a quick integration, several project managers are assigned to

combine the product portfolios. The PMO for the integration program was informed by the project managers that they encountered a regulatory compliance change regarding several products manufactured by the acquired company. This is having a significant impact on the ongoing product portfolio integration.

Which actions should the PMO professional take to support the quick adaptation to these changes in the future?

- A. Review the issue with the project managers and make sure they are capturing problems in the lessons learned register so that information can be leveraged for similar future projects.
- B. Standardize all project management processes to ensure uniformity across all product portfolio integration projects.
- **C. Schedule a regular touchpoint between the project managers and the regulatory experts for the adjustment of project plans to incorporate changes in regulatory requirements or market conditions.**
- D. Develop a training for the project managers with the regulatory department that emphasizes the importance of complying with regulatory requirements.

Answer: C

Explanation:

To manage ongoing and future regulatory changes efficiently, the PMO professional should establish regular communication channels between project managers and regulatory experts. PMI-PMOCP highlights the importance of proactive collaboration to identify, interpret, and incorporate regulatory changes quickly into project plans, minimizing disruptions.

Capturing lessons learned (option A) is useful but reactive. Standardizing processes (option C) and providing training (option D) are important but do not replace real-time regulatory engagement critical for timely adaptation.

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 # 108

An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term. Which action should the PMO professional take to ensure efficient delivery?

- **A. Prioritize and assign service requests based on their strategic impact.**
- B. Allocate PMO resources to incoming requests based on their experience.
- C. Educate customers on service-level agreements (SLAs) for each service.
- D. Escalate the issue to the executive team and request additional resources.

Answer: A

Explanation:

The PMI-PMOCP Lifecycle Management domain guides PMOs to prioritize resources and services based on strategic impact, ensuring that limited capacity is allocated to initiatives that deliver the highest organizational value.

Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option B) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.

This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

NEW QUESTION # 109

The executive management team for a healthcare company is discussing the second quarter's low result in the customer satisfaction score, which is a key performance indicator (KPI). One of the executives shares concerns about wasting efforts on projects and initiatives without being able to keep up with competitors and increase the customer satisfaction score.

Which action should the PMO professional take to avoid such a situation?

- A. Ask to review the customer satisfaction metrics.
- **B. Support the reevaluation of the strategic plan by the executives.**
- C. Establish a customer experience department.
- D. Avoid the customer satisfaction metric analysis when assessing projects.

Answer: B

Explanation:

To prevent misalignment of projects with strategic goals, the PMO professional should support the executive team in reevaluating the strategic plan to ensure projects directly contribute to critical KPIs like customer satisfaction.

Avoiding metric analysis (Option A) neglects insight. Reviewing metrics (Option C) is necessary but insufficient alone. Establishing new departments (Option D) may help but is a longer-term solution.

PMI-PMOCP Strategic Alignment focuses on aligning strategy and execution to optimize business outcomes.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Benefits Realization Management (2019)

PMI PMO Value Ring, Strategic Alignment

NEW QUESTION # 110

A PMO professional at a large IT company needs to assess the maturity of the PMO.

What should the PMO professional review?

- A. Assess the organization's different maturity models.
- **B. Assess the organization's project management maturity.**
- C. Assess the maturity of each PMO function separately.
- D. Assess the organization's alignment with the culture.

Answer: B

Explanation:

PMO maturity is closely linked to the overall project management maturity of the organization, reflecting the maturity of processes, tools, and competencies that the PMO supports. Assessing project management maturity provides insights into strengths and gaps impacting the PMO.

While assessing PMO functions (Option C) and cultural alignment (Option B) are important, they are components within broader project management maturity. Reviewing different maturity models (Option A) is less focused.

PMI-PMOCP Lifecycle Management promotes organizational project management maturity as a key metric.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Organizational Project Management (2014)

PMI PMO Value Ring, Maturity and Capability

NEW QUESTION # 111

The PMO established an online community for sharing best practices 2 years ago. The community has grown over time and the PMO is considering increasing the services provided to include some in-person events based on customer feedback. The content for the events has been fully designed with special attention to new trends in the market and concrete applications within the performing organization.

What should the PMO lead do to onboard this new service?

- A. Discuss the additional content for the in-person events with the project manager.
- B. Call for volunteers to help gather feedback regarding the future in-person events.
- C. Share the details of the in-person events in the next executive leadership meeting.
- **D. Create a detailed communications management plan to introduce the in-person events.**

Answer: D

Explanation:

Introducing a new PMO service requires a detailed communications management plan to ensure that all stakeholders are informed, engaged, and prepared for the change. PMI-PMOCP outlines the importance of formal communication planning to manage expectations, promote the new service, and facilitate successful adoption.

While discussions (option A) and feedback collection (option B) support content quality, they do not address stakeholder awareness and acceptance. Sharing details only at executive meetings (option D) limits the communication reach. A structured plan ensures consistent, clear messaging to all relevant parties.

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

NEW QUESTION # 112

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