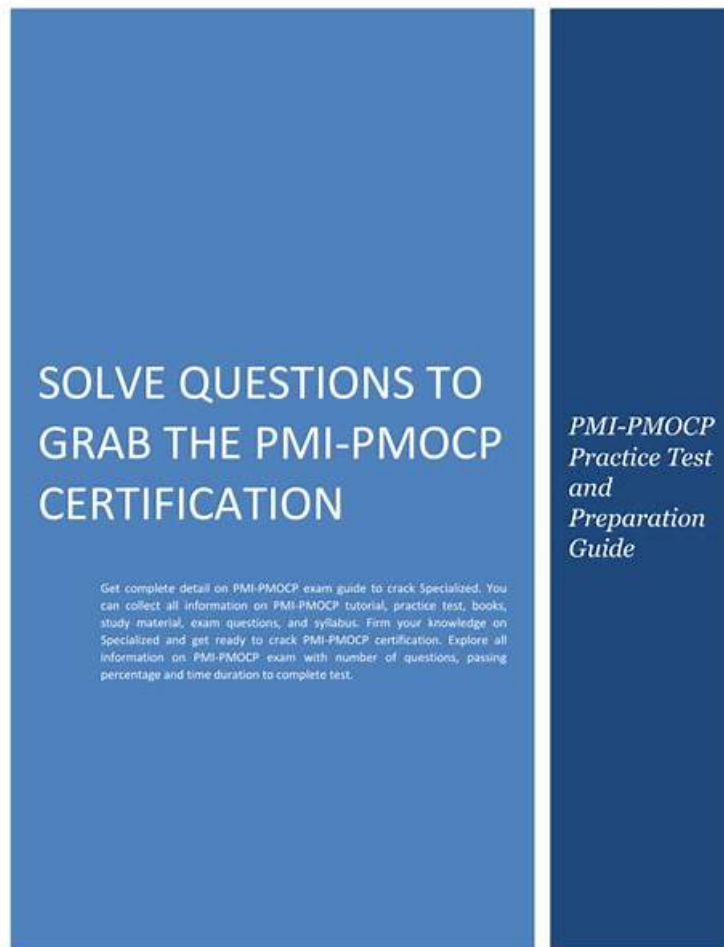


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PMI Project Management Office Certified Professional Sample Questions

(Q121-Q126):

NEW QUESTION # 121

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

Answer: D

Explanation:

In regulated environments, regular audits are 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 # 122

A PMO professional observes that there is a lack of alignment among project priorities and the organizational strategic goals. What should the PMO professional do first?

- **A. Develop a prioritization framework that considers both project objectives and their alignment with strategic goals.**
- B. Schedule regular meetings between project managers and executive leadership to ensure ongoing alignment with strategic goals.
- C. Provide recommendations based on PMO expertise for aligning project priorities with strategic goals.
- D. Conduct a comprehensive review of organizational strategic goals and the project portfolio to identify alignment gaps.

Answer: A

Explanation:

In the PMI-PMOCP Strategic Alignment domain, addressing misalignment requires establishing clear, objective prioritization criteria. Developing a prioritization framework (Option A) is the first step because it provides a repeatable, transparent mechanism to evaluate projects relative to strategic goals, ensuring resources focus on the highest-value initiatives.

While understanding current gaps (Option C) and scheduling meetings (Option B) support ongoing alignment, they are secondary to having a formalized method. Recommendations (Option D) are more effective once a framework exists.

PMI guidance highlights that PMOs should institutionalize prioritization frameworks to translate strategy into execution and maintain alignment consistently.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Portfolio and Prioritization Sections PMI PMO Value Ring, Strategic Execution

NEW QUESTION # 123

In recent months, a company was contracted to deliver several projects requiring specialist technical resources. Several clients have begun to complain about the limited availability of the specialist technical resources, which will impact their project timelines.

What should the PMO professional do to help solve the problem?

- A. Request that the sales representatives review the contracts and deadlines that the company has taken responsibility for.
- **B. Suggest the centralization of project resource management and align the project plans to their availability.**
- C. Invite project managers to hire additional skilled resources to face the high number of simultaneously running projects.
- D. Support delivery managers and sales representatives in managing relationships with clients.

Answer: B

NEW QUESTION # 124

A bank's PMO is responsible for project management governance and for supporting project managers across the organization. The bank is revising its strategic plan to respond to competitors' changes. The revised plan will affect the PMO governance structure and most of the bank's projects. The PMO professional has been tasked with preparing the organization for the strategic changes. What should the PMO professional do?

- A. Ensure that any changes from the strategic levels remain confidential for as long as possible to avoid creating panic in the organization.
- B. Call an urgent meeting with all the bank's project managers and sponsors and update the project charters before the strategic plan is revised.
- C. Transmit changes from the strategic levels and identify projects that might need to reconsider budget, schedule, risks, and other factors.
- D. Recommend which projects should be canceled, based solely on the projects' budgets, before the strategic plan revision is complete.

Answer: C

Explanation:

During strategic plan revisions, the PMO professional acts as a critical bridge between strategy and execution.

PMI-PMOCP highlights that the PMO must communicate strategic changes promptly and thoroughly to affected projects and identify adjustments required in budgets, schedules, risks, and other factors. This proactive approach enables the organization to realign projects with updated strategic priorities.

Recommending project cancellations prematurely (option A) or updating charters before the plan is finalized (option B) can cause confusion. Keeping changes confidential (option C) risks misinformation and mistrust.

Transparent communication ensures smooth transitions and stakeholder confidence.

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

NEW QUESTION # 125

An enterprise PMO (EPMO) is working with different countries to staff project managers across the organization. Customers are providing feedback stating that the staffing is taking more time than expected when compared to the deadlines agreed upon with the customer.

Which two key performance indicators (KPIs) should the PMO professional monitor for this PMO service?

(Choose 2)

- A. The average time needed to recruit project managers for the customer.
- B. The number of days taken on average to formally finalize customer requests.
- C. The retention of project managers in their roles on the assigned projects.
- D. The percentage of project manager roles filled within the deadline.
- E. The Net Promoter Score (NPS) related to general customer satisfaction.

Answer: A,D

Explanation:

To address staffing timeliness, the PMO should monitor the average recruitment time (B) and the percentage of roles filled within the agreed deadlines (E). PMI-PMOCP stresses these metrics as direct indicators of staffing service performance and customer satisfaction related to timeliness.

Other KPIs like NPS (A) or retention (D) provide additional insight but are less relevant to staffing cycle time issues.

Reference: PMI-PMOCP Study Guide, Chapter on PMO Service Performance Measurement.

NEW QUESTION # 126

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