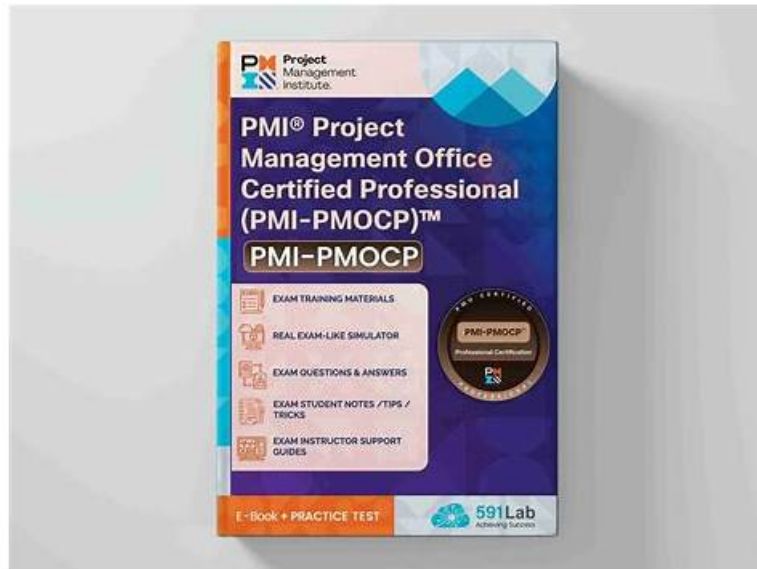


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## PMI Project Management Office Certified Professional Sample Questions (Q42-Q47):

### NEW QUESTION # 42

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. Review the tool specification to ensure it fits the initial user requirements.

- B. Survey end users to understand the tool's usage patterns.
- C. Schedule weekly reviews of tool usage and remove unnecessary functionalities.
- D. Arrange additional training sessions to ensure the adoption of all features.

**Answer: B**

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 # 43

A PMO professional is responsible for a team of project managers who lead projects for the business departments. A business manager has mentioned to the PMO professional that one of the project managers assigned to them is very set in their ways, which is causing friction among the project team members.

How should the PMO professional respond to this feedback?

- A. Ask the project manager to explain the challenges of working with the other project team members.
- B. Instruct the PMO team members to be more sensitive to how the other project team members work.
- C. Talk with the respective project team members about specific examples of situations that caused issues within the project team.
- D. Assign a different project manager to this project, as keeping the business department happy is paramount to PMO success.

**Answer: C**

Explanation:

To address interpersonal conflicts, the PMO professional should engage directly with the team members involved to discuss specific issues and seek constructive resolutions. PMI-PMOCP encourages open communication and conflict resolution within project teams to improve collaboration and performance.

Reassigning project managers (option A) is a last resort, and instructing sensitivity (option B) or seeking the project manager's perspective alone (option D) may not fully capture the situation or foster resolution.

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

### NEW QUESTION # 44

After a recent organizational shift, a group of project managers has been reassigned to the PMO from their previous departments. Although familiar with the PMO, they are unaware of its services or customers. These project managers are highly skilled and well regarded by their peers.

What should the PMO professional prioritize to effectively onboard the project managers into the PMO?

- A. Introduce them to PMO customers, saying that they have just joined the unit and will soon be collaborating and delivering expected results.
- B. Provide them with the PMO mandate and service documentation, allowing them to learn on their own.
- C. Manage them as an autonomous unit under the PMO's umbrella until they begin delivering results, then integrate them into the PMO.
- D. Create a customized onboarding process that includes training, team-building activities, and performance review sessions.

**Answer: D**

Explanation:

Effective onboarding is essential when integrating project managers into a PMO environment, especially when transitioning from different departments. PMI-PMOCP stresses the value of a customized onboarding program that combines training on PMO services

and processes, team-building to foster collaboration, and clear performance expectations.

Simply handing over documentation (option A) or informal introductions (option B) may leave gaps in understanding and engagement. Managing as an autonomous unit (option C) risks fragmentation. A structured onboarding process ensures clarity, alignment, and team cohesion, enabling smooth integration and improved performance.

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

#### NEW QUESTION # 45

Senior management at a small company is dissatisfied with project performance and has tasked the PMO with addressing the issue. An organizational project management (OPM) maturity assessment has uncovered significant gaps compared to industry standards. What should the PMO professional do first?

- **A. Develop a roadmap for improving the overall project management maturity within the organization.**
- B. Plan training and development programs for project team members to fill the competency gaps.
- C. Hire experienced and highly skilled project managers to take over underperforming projects.
- D. Implement agile project management approaches and tools to improve project performance.

**Answer: A**

Explanation:

After identifying significant gaps through an OPM maturity assessment, the first step is to develop a strategic roadmap that outlines targeted initiatives to improve maturity. PMI-PMOCP guidance highlights the importance of a structured, phased approach to maturity improvement that includes defining goals, prioritizing actions, and aligning with organizational strategy.

Training (option A), agile adoption (option C), or hiring (option D) can be components of the roadmap but should follow a comprehensive plan to ensure cohesion and sustainability. The roadmap ensures all improvement activities are coordinated, aligned, and measurable, optimizing resource allocation and change management efforts.

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

#### NEW QUESTION # 46

A PMO software tool was introduced 6 months ago to give PMO customers a comprehensive portfolio overview. The PMO professional recently received feedback indicating that customers are having difficulty navigating the tool and locating the necessary dashboards.

What should the PMO professional have done to prevent this issue?

- **A. Organized specific training sessions for PMO customers on how to use the software.**
- B. Surveyed PMO customers regarding the most valuable functions to implement in the software.
- C. Presented the benefits of the software to PMO customers across multiple communication channels.
- D. Interviewed PMO customers regarding the dashboards they would use regularly.

**Answer: A**

Explanation:

Introducing new tools requires proper change management practices including training and user enablement.

PMI-PMOCP emphasizes that PMO professionals must organize targeted training sessions to ensure users can effectively navigate and utilize new software.

Training reduces resistance, increases user adoption, and helps customers fully benefit from the tool's capabilities. While communicating benefits (option A), surveying functionality (option B), or interviewing users (option D) are useful steps, none replace the essential hands-on training required to build proficiency and confidence.

By proactively providing training, the PMO professional ensures smoother transitions, better tool utilization, and overall improved governance and portfolio reporting effectiveness.

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

#### NEW QUESTION # 47

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