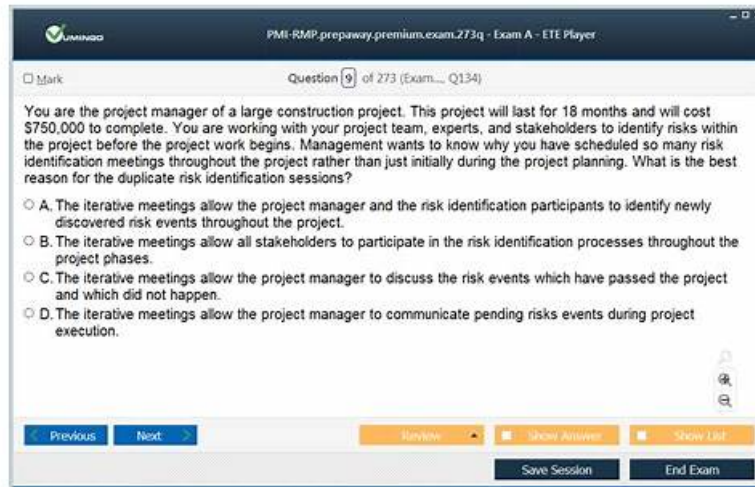


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PMI Project Management Office Certified Professional Sample Questions (Q117-Q122):

NEW QUESTION # 117

A PMO professional leading a global PMO wants to ensure that the PMO's services continue to evolve and deliver value to customers.

Which approach best supports the PMO professional in achieving this goal?

- A. Establish regular communication channels with PMO customers to understand their evolving needs.

- B. Implement a continuous improvement process to regularly update the PMO methodologies.
- C. Adopt the latest project management methodologies, including training for project managers.
- D. Benchmark the PMO's performance against other PMOs in the industry to ensure continuous improvement.

Answer: A

Explanation:

Establishing regular communication channels with PMO customers ensures ongoing feedback and insight into evolving needs, allowing the PMO to adapt its services effectively. PMI-PMOCP emphasizes stakeholder engagement as critical to sustaining PMO relevance and value delivery.

While continuous improvement (option A), methodology updates (option C), and benchmarking (option D) are useful, direct communication with customers is foundational for identifying what improvements are necessary.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Customer Engagement and Continuous Improvement.

NEW QUESTION # 118

In a pharmaceutical company, several scope changes were requested on major strategic initiatives. After analysis, it seems that several project managers did not apply a proper stakeholder assessment during the preparation of the projects.

What should the PMO professional do first to address this issue?

- A. Provide specific training to project managers on stakeholder engagement and ensure they apply it in future projects.
- B. Review the selection of project managers for strategic initiatives to ensure they are sufficiently trained.
- **C. Investigate why the project managers have not conducted proper stakeholder assessments.**
- D. Send a reminder to the PMO community to clarify the importance of stakeholder engagement.

Answer: C

Explanation:

The Governance domain underscores the importance of understanding root causes before implementing corrective actions.

Investigating why project managers failed to conduct proper stakeholder assessments (Option A) allows the PMO professional to identify systemic issues such as unclear processes, lack of training, or other barriers.

Sending reminders or providing training (Options B and D) are appropriate but should follow the investigation to target solutions effectively. Reviewing project manager selection (Option C) is relevant but secondary and may not address process or knowledge gaps.

PMI standards stress the value of diagnosis and root cause analysis as the first step in governance-related corrective actions.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder Management Sections PMI PMO Value Ring Governance and Compliance

NEW QUESTION # 119

A newly appointed PMO professional has been tasked with developing an organizational project management (OPM) competency framework to improve project management across the organization. The goal is to ensure alignment with both industry standards and specific organizational needs.

What should the PMO professional do first?

- A. Create a list of competencies based on the organization's past project successes.
- **B. Research industry standards and good practices, then adapt them to address the organization's unique challenges.**
- C. Analyze the project management skills of the current team and develop a framework around their existing competencies.
- D. Focus the competency framework on senior project managers, as they will have the most impact on the organization's success.

Answer: B

Explanation:

The best starting point is to research recognized industry standards and best practices to ensure the competency framework is grounded in proven models. From there, the PMO professional should customize the framework to meet the organization's unique challenges and strategic objectives.

Building the framework solely on current team skills (Option A) or past successes (Option B) risks limiting growth and failing to

address emerging needs. Focusing only on senior project managers (Option D) excludes broader organizational impact. PMI-PMOCP Lifecycle Management emphasizes benchmarking external standards as a foundational step in competency framework development.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Talent Triangle and Competency Frameworks

PMI PMO Value Ring, Talent Development

NEW QUESTION # 120

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

Answer: A,C

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 # 121

A PMO professional is acting as the PMO leader temporarily in a well-established and mature PMO unit. In this role, a PMO professional receives an escalation from the portfolio manager that a new business stakeholder's activity is overlapping with key portfolio management functions.

What should the PMO professional do to resolve this issue?

- A. Assess the conflict resolution portion of the compliance code of conduct.
- B. Refer the portfolio manager to the approved project charter.
- C. Train the new business stakeholder on the organization's key values.
- D. Review the adopted PMO charter with the portfolio manager and the new stakeholder.

Answer: D

Explanation:

The PMO charter defines the PMO's roles, responsibilities, and boundaries. PMI-PMOCP stresses reviewing the charter with involved parties to clarify roles and resolve overlaps or conflicts, reinforcing governance and accountability.

Training on values (A), conflict resolution codes (C), or project charters (D) are less direct for resolving PMO governance overlap issues.

Reference: PMI-PMOCP Study Guide, Chapter on Governance and PMO Charter.

NEW QUESTION # 122

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