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PMI Project Management Office Certified Professional Sample Questions (Q113-Q118):

NEW QUESTION # 113

A new PMO has been started in a medium-sized retail company that has several concurrently running strategic projects. A team of

project managers with no PMO experience has been assigned to the new PMO.

Which two actions should the PMO professional take to help the project managers prepare for their roles?
(Choose 2)

- A. Conduct orientation sessions to raise the project managers' awareness about the organization of a PMO.
- **B. Explain how they should understand the PMO's customers' needs first so they know what to focus on.**
- C. Explain that being a part of a PMO requires high-level project management competencies.
- D. Explain that being part of a PMO requires extensive experience in the company's business sector.
- **E. Coach and mentor the project managers in managing the company's strategic projects.**

Answer: B,E

Explanation:

The Lifecycle Management domain of PMI-PMOCP emphasizes the importance of team readiness and capability development when launching or scaling a PMO. For new PMO team members, especially project managers with no prior PMO experience, the PMO professional's role is to help them align with the organizational customer focus and provide targeted coaching on managing strategic projects.

Option A highlights the need to understand customer needs, which is essential to deliver relevant PMO services and project outcomes aligned with stakeholder expectations. Option B reflects the vital role of mentoring and coaching, helping project managers develop the skills and knowledge necessary for effective strategic project execution within the PMO context.

Options C and E, which stress prerequisites like extensive sector experience or high-level competencies, are less actionable and could discourage or exclude potential contributors. Option D, while useful, is more about awareness rather than direct, practical preparation.

PMI guidance and the PMI-PMOCP practice material underscore that early focus should be on practical support and alignment to customer needs, as these lay the foundation for a high-performing PMO team.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Team Development and PMO Onboarding Sections
PMI PMO Value Ring, Capability Building

NEW QUESTION # 114

A construction company is undertaking a large-scale infrastructure project to build a new highway network connecting major cities. The project involves multiple phases, including planning, design, construction, and maintenance. A PMO professional has been tasked with supporting the project manager to ensure the successful completion of the project.

What should the PMO professional do to help the project manager overcome the challenges with this project?

- **A. Assess the needs of the project manager as a PMO customer in the project to define a valuable set of PMO services to offer.**
- B. Implement firm project management methodologies and processes to standardize project execution and control.
- C. Minimize communication with the project manager to avoid micromanagement and encourage autonomy.
- D. Assign additional resources to projects based on project managers' requests to alleviate workload pressures.

Answer: A

Explanation:

The role of the PMO professional, as defined in the PMI Project Management Office Certified Professional (PMI-PMOCP) framework, is primarily to act as a strategic partner and customer-centric service provider to the project manager and the project team. To effectively support the project manager, the PMO professional must first assess and understand the specific needs and challenges faced by the project manager. This assessment allows the PMO to tailor and offer the most relevant and valuable PMO services—whether that involves governance support, resource management, reporting, risk facilitation, or process guidance. Simply assigning resources or enforcing rigid methodologies without this needs analysis may not effectively address the unique challenges of the project or the project manager's current context. Furthermore, reducing communication contradicts the PMO's function to enhance collaboration and provide timely assistance.

According to PMI-PMOCP guidance (PMI, 2021), successful PMO engagement is rooted in understanding the "customer" (project manager) and delivering value-added services aligned with project needs and organizational objectives. This customer-centric approach strengthens governance, optimizes resource utilization, and enhances project delivery success across complex, multi-phased projects like large infrastructure developments.

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

NEW QUESTION # 115

The chief strategy officer and the PMO professional are working on the strategic plan while defining the long-term strategic vision of a rapidly growing startup. They are setting the strategic goals and developing action plans.

What should be the PMO professional's primary focus to help ensure alignment to these strategic goals?

- A. Help to obtain the project managers' feedback on the action plan to ensure continuous improvement and refinement of the objectives.
- **B. Help prioritize projects based on their contributions to overall strategy and work to ensure that high-impact projects get the needed resources.**
- C. Help prioritize customer projects with the biggest monetary value and the highest impact on customer satisfaction.
- D. Help senior management track project and program progress with predefined key performance indicators (KPIs).

Answer: B

Explanation:

The PMO professional's primary role in strategic alignment is to prioritize projects based on their strategic contribution and ensure that high-impact projects receive sufficient resources. This prioritization maximizes organizational value and supports strategic goal achievement.

Tracking KPIs (Option B), prioritizing customer projects by monetary value (Option C), and gathering project managers' feedback (Option D) are supportive but secondary activities.

PMI-PMOCP Strategic Alignment stresses effective prioritization as critical to strategy execution.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Prioritization

PMI PMO Value Ring, Strategy Execution

NEW QUESTION # 116

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. Provide them with the PMO mandate and service documentation, allowing them to learn on their own.
- B. Introduce them to PMO customers, saying that they have just joined the unit and will soon be collaborating and delivering expected results.
- 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 # 117

A PMO professional is mentoring a project manager who is overseeing a project critical to the organization's strategic goals. The project manager has encountered resistance from a key stakeholder who believes the project's direction might jeopardize their department's interests. Despite written communication, the stakeholder remains concerned.

What should the PMO professional advise the project manager to do?

- A. Assign a team member to handle the stakeholder and mitigate their objections.

- B. Continue with the project as planned, ignoring the stakeholder's concerns.
- **C. Convene a meeting with the stakeholder to better understand their concerns.**
- D. Escalate the issue to senior management to override the stakeholder's objections.

Answer: C

Explanation:

Direct engagement through a meeting to understand stakeholder concerns is the recommended approach.

PMI-PMOCP stresses active listening and open dialogue as key techniques for resolving resistance, building trust, and finding collaborative solutions that align project and stakeholder interests.

Escalating prematurely (option A) or ignoring concerns (option D) risks damaging relationships and project success. Delegating the issue (option C) may fragment accountability.

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

NEW QUESTION # 118

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