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PMI Project Management Office Certified Professional Sample Questions

(Q120-Q125):

NEW QUESTION # 120
A PMO professional overseeing multiple projects notices that project managers have varying levels of adherence to the project governance processes.
What should the PMO professional do first to ensure consistent governance across projects?

- A. Implement stricter enforcement of the governance processes by imposing fines and other penalties for noncompliance.
- B. Develop a comprehensive governance training program and mandate all project managers to complete it within a specified timeframe.
- C. Schedule individual meetings with project managers to understand their challenges with governance processes and provide support.
- D. Escalate governance oversight responsibilities to project sponsors to ensure project managers adhere to processes.

Answer: C

Explanation:
The first step to ensure consistent governance is to engage directly with project managers to understand their challenges and barriers in applying governance processes. This individualized approach (Option A) enables tailored support and fosters collaboration rather than resistance.
Mandating training (Option B) or escalating responsibility (Option C) are secondary actions that should follow once root causes are understood. Imposing penalties (Option D) risks alienation and is contrary to PMI' s recommendations on fostering supportive governance cultures.
PMI-PMOCP governance practices emphasize stakeholder engagement and support to improve process adherence.
References:
PMI-PMOCP Exam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), Governance and Stakeholder Support PMI PMO Value Ring, Governance and Compliance

NEW QUESTION # 121
A PMO offers a service for managing projects. One of the PMO customers always demands that a specific project manager is assigned to their projects. However, it is not always possible to accommodate such requests, which causes dissatisfaction.
What should the PMO professional do to improve the delivery of this service?

- A. Identify the least-in-demand project managers, assess their individual performance, identify the skills gaps, and tailor training according to their specific needs.
- B. Analyze the reasons behind the customer dissatisfaction and hire more project managers with the required skill sets.
- C. Embrace feedback and raise awareness about the consistency of the service delivery with the quality requirements, which is independent of the project manager assigned.
- D. Adjust the service-level agreement (SLA) with customers according to the existing capacity in order to realign their expectations.

Answer: C

Explanation:
To improve service delivery and manage expectations, the PMO professional should embrace customer feedback and emphasize the consistent quality and standards of service delivery, independent of which project manager is assigned. PMI-PMOCP highlights the importance of focusing on process and quality rather than individual preferences to maintain fairness and operational efficiency.
While identifying skill gaps (option A), adjusting SLAs (option B), or hiring (option D) are valid considerations, the first step is managing perceptions and demonstrating that service quality does not depend on specific individuals. This approach promotes confidence in PMO capabilities and reinforces objective service standards.
Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Service Delivery and Stakeholder Management.

NEW QUESTION # 122
A PMO was set up in a large organization with a highly skilled PMO professional appointed to lead it. The sponsor agreed to give the PMO professional all the necessary resources from the beginning. The PMO professional and team immediately progressed with the implementation of accepted project management methodologies and internationally recognized practices and tools. At the end of

the year, executive leadership raised concerns about the PMO's performance.
What should the PMO professional have considered during the service catalog development?

- A. The PMO professional should have surveyed the portfolio, program, and project managers because they are the ones using the methodologies and tools.
- B. The PMO professional should have benchmarked against the experience of successful PMOs from other organizations.
- C. The PMO professional should have interviewed other members of the executive leadership team and not just the PMO sponsor.
- D. The PMO professional should have identified the needs of all of the customer groups and adapted the service catalog based on their pain points and expectations.

Answer: D

Explanation:
Effective service catalog development requires a comprehensive understanding of all PMO customer groups and their unique needs. PMI-PMOCP highlights that adapting services to customer pain points and expectations ensures relevance, adoption, and value delivery. This broad stakeholder engagement avoids disconnect between PMO offerings and organizational requirements. Interviewing only executives (option A), benchmarking (option B), or surveying just project managers (option C) are insufficient alone. Identifying diverse customer needs holistically is critical to service effectiveness.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Service Delivery and Customer Engagement.

NEW QUESTION # 123
An organization has recruited several new project managers and plans to launch multiple projects in the new fiscal year. The organization's executives aim to enhance the project management skills and capabilities of project managers. After these new project managers are on board, they enter the PMO-managed project manager resource pool for centralized resource allocation.
What should the PMO Professional do to meet the organization's goals?

- A. Facilitate collaboration across stakeholders, including executives, team members, other PMOs, and external partners.
- B. Identify project management risks if the project managers do not receive additional training.
- C. Update the project management process to include extra time for training.
- D. Provide training to project managers, PMO team members, and other stakeholders.

Answer: D

Explanation:
To enhance the skills and capabilities of new project managers and meet organizational goals, the PMO professional should provide targeted training to project managers and related stakeholders. PMI-PMOCP stresses that competency development through formal training programs improves project performance, supports standardized practices, and builds organizational maturity. Training ensures that project managers understand methodologies, tools, and governance requirements, enabling them to contribute effectively when allocated from the PMO pool.
Identifying risks (option B) or facilitating collaboration (option C) are important but secondary. Updating processes (option D) without ensuring capability readiness may not address skill gaps.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Human Capital and Strategic Alignment.

NEW QUESTION # 124
A newly established PMO has been given an opportunity to give a presentation to the executive committee of a natural flavors company. The new PMO is striving to shape its service offerings to support the research and development (R&D) department of the company.
What should the PMO leader do to gain executive support?

- A. Showcase the ability of the PMO to standardize processes and increase efficiency across projects in the R&D portfolio.
- B. Demonstrate how the PMO aligns projects with the strategic goals of the organization, using R&D as an example.
- C. Present detailed reports on R&D project performance metrics and key performance indicators (KPIs) managed by the PMO.
- D. Leverage benchmarks and case studies that highlight how the PMO can improve the success rate of delivering projects on time and within budget.

Answer: B

Explanation:
Executive support is best gained by demonstrating how the PMO's work aligns with and supports strategic organizational goals, especially when tailored to key departments such as R&D. PMI-PMOCP highlights strategic alignment as critical to securing leadership buy-in.
Process standardization (B), benchmarks (A), or detailed metrics (D) may support the case but are less compelling without clear strategic linkage.
Reference:PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Stakeholder Engagement.

NEW QUESTION # 125

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