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PMI Project Management Office Certified Professional Sample Questions (Q32-Q37):

NEW QUESTION # 32

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

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 # 33

A newly appointed PMO professional received a mandate for setting up a PMO in an organization operating in the energy sector, with a main objective of improving project delivery.

What should the PMO professional do first?

- A. Develop a PMO charter that includes its purpose, objectives, and key services.
- B. Create a plan for the PMO that aligns with the organizational goals.
- **C. Assess the current state of organizational project management maturity and identify gaps.**
- D. Create policies and procedures that oversee organizational project management processes.

Answer: C

Explanation:

When establishing a new PMO, the foundational step is to assess the current maturity of organizational project management practices. PMI-PMOCP stresses that understanding the existing capabilities and gaps enables the PMO professional to develop tailored interventions and set realistic objectives.

This maturity assessment informs the design of the PMO charter, processes, and plans, ensuring they are relevant and aligned with organizational needs. Creating policies or plans without this understanding risks misalignment and inefficiency. The maturity assessment also supports stakeholder engagement by providing an objective baseline from which to measure progress.

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

NEW QUESTION # 34

An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term.

Which action should the PMO professional take to ensure efficient delivery?

- A. Escalate the issue to the executive team and request additional resources.
- **B. Prioritize and assign service requests based on their strategic impact.**
- C. Educate customers on service-level agreements (SLAs) for each service.
- D. Allocate PMO resources to incoming requests based on their experience.

Answer: B

Explanation:

The PMI-PMOCP Lifecycle Management domain guides PMOs to prioritize resources and services based on strategic impact, ensuring that limited capacity is allocated to initiatives that deliver the highest organizational value.

Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option B) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.

This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.

References:

NEW QUESTION # 35

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

Answer: D

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 # 36

An organization is going through a transformation process that will impact its processes and employee job descriptions. The PMO professional needs to ensure continuous improvement of the organization's PMO in these turbulent times.

What should the PMO professional do in this situation?

- **A. Continuously reassess which PMO functions are in scope according to the new organizational changes.**
- B. Ask senior management to be involved in defining job descriptions for the project managers.
- C. Regularly review the internal project management methodologies, processes, and tools.
- D. Survey senior management and other PMO stakeholders to evaluate their satisfaction with PMO.

Answer: A

Explanation:

During organizational transformations, the PMO professional must continuously reassess the scope and functions of the PMO to ensure it remains aligned with evolving organizational structures and priorities. This dynamic adjustment enables the PMO to stay relevant and contribute effectively to change initiatives.

While reviewing methodologies and surveying stakeholders are important, focusing on the PMO's scope ensures its services and role evolve appropriately. Engaging senior management in job descriptions (Option A) is less direct to PMO continuous improvement.

PMI-PMOCP Lifecycle Management emphasizes adaptability and ongoing alignment as core to PMO sustainability.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement PMI PMO Value Ring, Adaptability and Change Management

NEW QUESTION # 37

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