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PMI Project Management Office Certified Professional Sample Questions (Q24-Q29):

NEW QUESTION # 24

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 prioritize customer projects with the biggest monetary value and the highest impact on customer satisfaction.
- **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 senior management track project and program progress with predefined key performance indicators (KPIs).
- D. Help to obtain the project managers' feedback on the action plan to ensure continuous improvement and refinement of the objectives.

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 # 25

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

Answer: D

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 # 26

Over the past 5 years, the enterprise PMO (EPMO) has grown and consistently exceeds expectations. It receives excellent customer feedback, with customers regularly sharing their successes across the organization, increasing the PMO's influence. The CEO has tasked the PMO professional with advancing the organization's digital transformation in project management to the next level.

How should the PMO professional elevate the digital transformation culture in project management?

- A. Analyze the needs of different PMO customers to understand which digital solutions could be required.
- B. Conduct a benchmark analysis to identify emerging digital technologies.
- **C. Identify the most engaged PMO customers and invite them to experiment with new digital initiatives.**
- D. Prepare a roadmap of new digital initiatives to be implemented in the upcoming years.

Answer: C

Explanation:

Driving digital transformation effectively starts with engaging the most engaged customers to pilot and experiment with new digital initiatives, creating early success stories and advocates. This approach helps build momentum, gathers practical feedback, and drives adoption.

Benchmarking (Option B), needs analysis (Option C), and roadmapping (Option D) are important but typically follow the initial experimental phase.

PMI-PMOCP Strategic Alignment emphasizes customer engagement and incremental innovation to foster transformation culture.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Innovation and Digital Transformation PMI PMO Value Ring, Digital Enablement

NEW QUESTION # 27

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

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 # 28

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

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 # 29

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