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PMI Project Management Office Certified Professional Sample Questions (Q28-Q33):

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. Ask the project manager to explain the challenges of working with the other project team members.
- D. Talk with the respective project team members about specific examples of situations that caused issues within the project team.

Answer: D

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

After identifying the needs and expectations of PMO customers, the PMO professional recommends introducing a new service to effectively meet these needs within the specified timeframe. However, new regulations were recently introduced, and the company must comply with them before launching the new PMO service, which will affect the timeline for its implementation.

What should the PMO professional do?

- A. Proceed with the original timeline in order to meet the PMO customer expectations.
- B. Cancel the service implementation altogether to avoid any potential compliance risks.
- **C. Assess the impact of the new regulations on the timeline and communicate changes to PMO customers.**
- D. Delay the introduction of the service until the regulations are fully implemented.

Answer: C

Explanation:

PMO professionals must ensure compliance with regulations while managing stakeholder expectations. The best approach is to assess the impact of the new regulations on the project timeline and proactively communicate these changes to PMO customers (Option B). This maintains transparency, manages expectations, and supports compliance.

Delaying the service indefinitely (Option A) or canceling it outright (Option C) may be unnecessarily restrictive. Proceeding without adjustments (Option D) risks non-compliance.

PMI-PMOCP Governance principles emphasize risk and compliance management coupled with effective stakeholder communication.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Compliance and Communication PMI PMO Value Ring, Risk and Compliance Management

NEW QUESTION # 30

A newly hired PMO professional works within the PMO and supports a large enterprise program. This professional is expected to guide junior PMO team members but faces difficulties with team management and collaboration.

How should the PMO leader best support the PMO professional in overcoming these challenges?

- A. Arrange regular knowledge-sharing sessions in the PMO community.
- **B. Offer personalized coaching with a focus on leadership skills.**
- C. Mentor the team member to help build their confidence.
- D. Organize an all-hands meeting for the PMO team to discuss their challenges.

Answer: B

Explanation:

Personalized coaching focusing on developing leadership skills is the best support to help the PMO professional overcome management and collaboration challenges. Coaching addresses individual development needs in a targeted manner.

Mentoring (Option A) is helpful but broader coaching better addresses leadership competencies. All-hands meetings (Option B) or knowledge-sharing sessions (Option D) are supportive but less personalized.

PMI-PMOCP Lifecycle Management promotes leadership development as essential for PMO team effectiveness.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Leadership Development

NEW QUESTION # 31

A PMO professional has been assigned to create a skills matrix to ensure effective PMO resource allocation. What action should the PMO professional take to complete this task?

- A. Consult the latest industry practices and benchmarking reports to guide the skills matrix development.
- **B. Map PMO team members' skills and abilities against the established competency framework.**
- C. Collaborate with the PMO team to gather input to develop the skills matrix based on their insights.
- D. Discuss with talent recruiters and industry experts to shape the skills matrix through their recommendations.

Answer: B

Explanation:

Creating a skills matrix requires mapping individual team members' current skills against a defined competency framework to identify strengths and gaps. This approach ensures alignment with organizational needs and informs targeted development and resource allocation.

Consulting external practices (Option A), gathering team input (Option B), or discussing with recruiters (Option D) are useful but secondary steps supporting the core mapping activity.

PMI-PMOCP Lifecycle Management underlines competency framework alignment as best practice in skills management.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Management PMI PMO Value Ring, Competency Management

NEW QUESTION # 32

The PMO has decided to expand its services by including project prioritization and status reporting to better visualize project execution.

Which action should the PMO professional take next?

- A. Employ new PMO team members to help provide the requested services.
- B. Conduct regular project audits and reviews to ensure compliance and high quality.
- **C. Identify the PMO customers' needs and determine the most effective approach to meet expectations.**
- D. Develop new services and frameworks to ensure they are appropriately planned for implementation.

Answer: C

Explanation:

When expanding PMO services, the first step is to engage with PMO customers to understand their needs and expectations. PMI-PMOCP stresses that customer-centric service design ensures relevance, adoption, and value delivery. By identifying and analyzing needs, the PMO can tailor its approach to prioritization and reporting effectively.

Options B, C, and D are subsequent actions that rely on understanding customer requirements first to be effective.

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 # 33

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