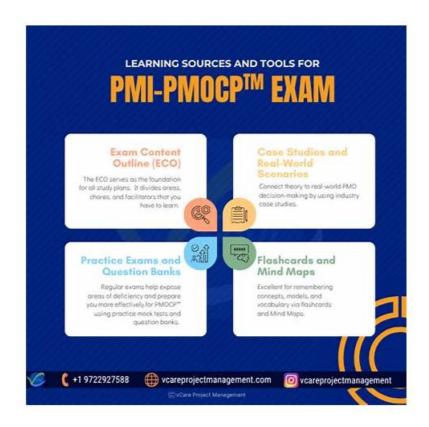
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PMI Project Management Office Certified Professional Sample Questions (Q110-Q115):

NEW QUESTION # 110

A manufacturing company is in the process of establishing its PMO, and the PMO professional leading it recognizes that securing executive sponsorship and ongoing support is crucial for the PMO's success and mandate.

How should the PMO professional effectively secure and maintain executive sponsorship for the PMO?

- A. Align the PMO's objectives and services with the company's strategic goals and focus on delivering quick wins to ensure initial attention and support.
- B. Emphasize that the PMO is using recommended best practices and frameworks, showcasing its operational excellence to win executive support.
- C. Ensure the PMO follows the newest PMO models, providing a comprehensive set of strategic services that should be implemented to guarantee long-term success and gain executive sponsorship.
- D. Rely on the company's leadership to naturally recognize the PMO's value over time without needing to actively seek out sponsorship or support, assuming the results will speak for themselves.

Answer: A

Explanation:

Securing and maintaining executive sponsorship requires the PMO to bestrategically aligned with the organization's goals and to demonstrate tangible value quickly. Aligning objectives and services with strategic priorities ensures relevance and builds credibility with executives. Delivering quick wins fosters trust and reinforces the PMO's positive impact.

Passive reliance on leadership recognition (Option A) risks neglect. Emphasizing best practices alone (Option B) without alignment or demonstrated value is insufficient. Implementing comprehensive models (Option D) may overwhelm resources and delay results. PMI-PMOCP stresses that executive engagement is strengthened throughstrategic alignment and early value delivery. References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Executive Sponsorship PMI PMO Value Ring, Strategic Alignment and Value Delivery

NEW QUESTION #111

A food industry company recently acquired a new company. To ensure a quick integration, several project managers are assigned to combine the product portfolios. The PMO for the integration program was informed by the project managers that they encountered a regulatory compliance change regarding several products manufactured by the acquired company. This is having a significant impact on the ongoing product portfolio integration.

Which actions should the PMO professional take to support the quick adaptation to these changes in the future?

- A. Standardize all project management processes to ensure uniformity across all product portfolio integration projects.
- B. Develop a training for the project managers with the regulatory department that emphasizes the importance of complying with regulatory requirements.
- C. Schedule a regular touchpoint between the project managers and the regulatory experts for the adjustment of project plans to incorporate changes in regulatory requirements or market conditions.
- D. Review the issue with the project managers and make sure they are capturing problems in the lessons learned register so that information can be leveraged for similar future projects.

Answer: C

Explanation:

To manage ongoing and future regulatory changes efficiently, the PMO professional shouldestablish regular communication channels between project managers and regulatory experts. PMI-PMOCP highlights the importance of proactive collaboration to identify, interpret, and incorporate regulatory changes quickly into project plans, minimizing disruptions.

Capturing lessons learned (option A) is useful but reactive. Standardizing processes (option C) and providing training (option D) are important but do not replace real-time regulatory engagement critical for timely adaptation.

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

NEW QUESTION #112

A company decided to expand its PMO services to include strategic alignment and to participate in strategic planning. The company tasked a PMO professional with developing a framework to ensure the new services are properly planned, implemented, and governed.

Which action should the PMO professional take to develop the requested framework?

- A. Conduct regular project audits and reviews.
- B. Implement strategic project portfolio management.
- C. Understand the stakeholders' expectations clearly.
- D. Check compliance requirements for strategic planning.

Answer: C

Explanation:

Developing a framework to expand PMO services, particularly in strategic alignment and planning, begins with understanding stakeholder expectations thoroughly. The PMI-PMOCP framework stresses the criticality of engaging stakeholders early to gather insights about their goals, concerns, and desired outcomes. This knowledge forms the foundation for designing a relevant and effective framework that aligns with organizational needs.

While audits, portfolio management, and compliance checks are valuable components, they are subsequent steps that rely on initial stakeholder engagement to define scope and priorities. Without clear understanding and agreement from stakeholders, framework development risks misalignment, resistance, or failure to deliver value.

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

NEW QUESTION #113

The senior management of an organization is unable to cope with an increasing number of projects. The chief operations officer heard of a very successful PMO in another organization and decided to recruit their PMO leader. The expectations are high for the new PMO leader, and the organization demands they set up a PMO that is as successful as their previous organization's PMO. What is the first thing the PMO leader should do to deliver on this expectation?

- A. Establish the same services based on their experience in the previous organization to guarantee success.
- B. Define the appropriate type of PMO for the current organizational context and develop services accordingly.
- C. Analyze the customer expectations and apply their experience from the previous organization as needed.
- D. Benchmark the current services with their previous experience and adjust the services as needed.

Answer: B

Explanation:

Success depends on tailoring the PMO to the specific organizational context, culture, and needs. Defining the type of PMO suitable for the current environment ensures services and governance structures are relevant and effective.

Simply replicating prior services (Option A), benchmarking (Option B), or applying past experience without contextual analysis (Option C) risks misalignment and failure.

PMI-PMOCP Strategic Alignment underscores assessing organizational context as a foundational step for PMO success. References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), PMO Establishment PMI PMO Value Ring, Organizational Fit

NEW QUESTION #114

A PMO professional for an engineering company was contacted by a newly hired project manager who wanted to submit an urgent change request to reset the baseline for the project schedule. The project manager did not understand the process for submitting such a request. Because this project is critical for the company, any delays might put the project at risk. What should the PMO professional do?

- A. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.
- B. Ensure that the project manager attends the required training that will provide more information about the change management process.
- C. Support the project manager in creating the change request and guide the project manager through its submission and approval.
- D. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.

Answer: C

Explanation:

In the context of the PMI-PMOCPGovernance domain, one of the critical functions of the PMO professional is toprovide proactive support and guidanceto project managers, especially when urgent changes are needed in critical projects. Although organizational process assets (OPAs) and governance models provide important frameworks and tools, the PMO's role extends beyond simply pointing to these resources. The PMO professional should actively assist the project manager in preparing the change request to ensure it is correctly documented and aligned with organizational standards, reducing risk and delays.

According to PMI's PMO practice guides and the PMI-PMOCPexam content outline, the Governance domain emphasizesoversight, adherence to processes, and facilitation. Helping the project manager navigate the change management process embodies good governance and improves project outcomes. This approach supports organizational strategy by enabling timely decision-making and maintaining project control.

Furthermore, while training is important, it is not an immediate solution for urgent requests. Telling the project manager to self-serve through OPAs (Option A) or simply directing them to follow governance models (Option B) without hands-on assistance risks delays and misunderstandings, particularly for new PMs.

References:

PMI-PMOCPExam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Chapter on Change Management PMI PMO Value Ring and Practice Guides, Governance and Support Processes

NEW QUESTION #115

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