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PMI Project Management Office Certified Professional Sample Questions (Q108-Q113):

NEW QUESTION # 108

In a low-project-maturity organization, the new CEO cannot realize the effective value the PMO brings to the organization. How should the PMO professional respond to this issue?

- A. Present the CEO with the PMO charter that was previously endorsed by the executive team.
- B. Survey PMO customers to identify what benefits they expect to receive from the PMO.

- C. Turn the PMO into a value management office (VMO) to ensure it will generate value for the organization.
- **D. Facilitate workshops with key PMO customers to showcase the value delivered and educate them by clarifying potential benefits.**

Answer: D

Explanation:

In organizations with low project management maturity, leadership may lack awareness of the PMO's value.

PMI-PMOCP guidance stresses the importance of active engagement and communication with key stakeholders to demonstrate PMO contributions. Facilitating workshops involving key PMO customers and stakeholders provides a forum to showcase successes, clarify the benefits of PMO services, and educate leadership on value realization.

Presenting static documents like the charter (option A) may not effectively convey value. Transforming into a value management office (option B) might be a strategic direction but requires buy-in and clarity first.

Surveying customers (option D) helps gather data but doesn't proactively communicate value. Workshops create dialogue, build relationships, and foster mutual understanding, which are crucial for driving executive support in immature environments.

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

NEW QUESTION # 109

A PMO is ready to deploy new services that address the current, confirmed needs of the organization.

What is the first thing the PMO professional should do to ensure optimal implementation of the PMO services to meet customer expectations?

- A. Create and distribute detailed user guides and other educational information.
- B. Tailor educational activities with key customers based on their requests.
- **C. Define a step-by-step approach to deploy the new PMO services.**
- D. Educate all customers on the PMO services available.

Answer: C

Explanation:

Before deploying new services, the PMO professional must define a clear, step-by-step deployment plan.

PMI-PMOCP stresses that a structured approach allows for careful coordination, resource allocation, stakeholder engagement, and risk management during service implementation, ensuring alignment with customer expectations and organizational goals.

Educational activities (options A, C, D) are essential but should follow a well-planned rollout strategy. A comprehensive deployment approach minimizes disruptions and maximizes adoption success.

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

NEW QUESTION # 110

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

Answer: D

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:

PMI-PMOCPExam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

NEW QUESTION # 111

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

Answer: A

Explanation:

In the context of the PMI-PMOCP Governance domain, one of the critical functions of the PMO professional is to provide proactive support and guidance to 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-PMOCP exam content outline, the Governance domain emphasizes oversight, 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 # 112

A PMO professional is asked to propose a way to optimize project resource utilization in a newly acquired business unit.

Which action should the PMO professional take to accomplish this task?

- A. Provide training on avoiding multitasking and other productivity enhancements to optimize throughput.
- B. Review the project utilization targets for the individual contributor roles.
- **C. Perform quarterly capacity planning sessions to balance the resource allocation in a timely manner.**
- D. Request additional resource allocations from the PMO so it can handle the new business unit.

Answer: C

Explanation:

Quarterly capacity planning (Option C) enables timely balancing of resource allocation across projects and business units, preventing bottlenecks and ensuring optimal utilization.

Requesting additional resources (Option A) may not be feasible immediately. Training (Option B) and reviewing utilization targets (Option D) support optimization but lack the planning structure to proactively balance demand and capacity.

PMI-PMOCP Lifecycle Management promotes structured capacity planning for effective resource management.

References:

PMI-PMOCPExam Content Outline, Lifecycle Management Domain

NEW QUESTION # 113

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