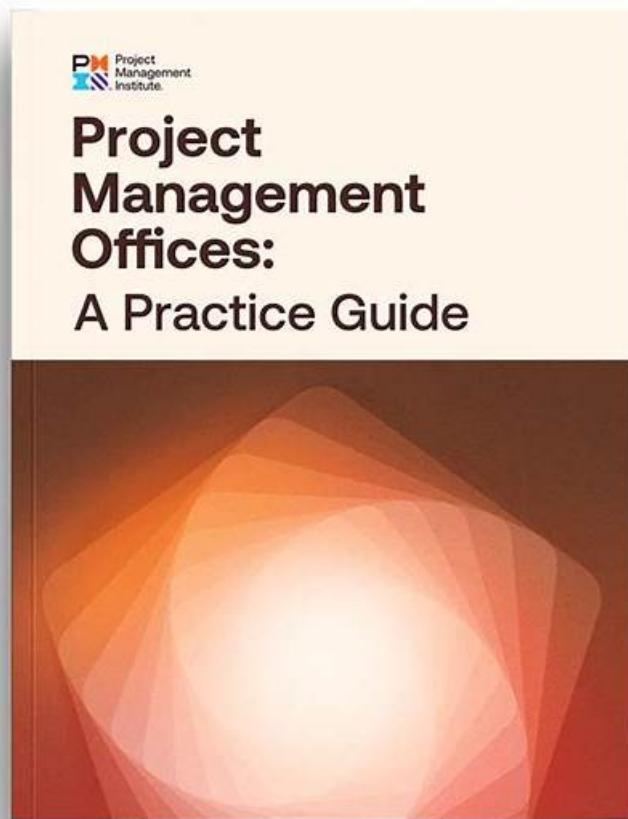


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PMI Project Management Office Certified Professional Sample Questions (Q116-Q121):

NEW QUESTION # 116

A bank's PMO is responsible for project management governance and for supporting project managers across the organization. The bank is revising its strategic plan to respond to competitors' changes. The revised plan will affect the PMO governance structure and most of the bank's projects. The PMO professional has been tasked with preparing the organization for the strategic changes. What should the PMO professional do?

- A. Recommend which projects should be canceled, based solely on the projects' budgets, before the strategic plan revision is complete.
- B. Call an urgent meeting with all the bank's project managers and sponsors and update the project charters before the strategic plan is revised.
- C. **Transmit changes from the strategic levels and identify projects that might need to reconsider budget, schedule, risks, and other factors.**
- D. Ensure that any changes from the strategic levels remain confidential for as long as possible to avoid creating panic in the organization.

Answer: C

Explanation:

During strategic plan revisions, the PMO professional acts as a critical bridge between strategy and execution.

PMI-PMOCP highlights that the PMO must communicate strategic changes promptly and thoroughly to affected projects and identify adjustments required in budgets, schedules, risks, and other factors. This proactive approach enables the organization to realign projects with updated strategic priorities.

Recommending project cancellations prematurely (option A) or updating charters before the plan is finalized (option B) can cause confusion. Keeping changes confidential (option C) risks misinformation and mistrust.

Transparent communication ensures smooth transitions and stakeholder confidence.

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

NEW QUESTION # 117

A PMO team member with limited experience as a project manager was hired 2 years ago. The PMO team member has been identified as being talented in their role. Currently, the PMO team member is playing a key role in a strategic program and is facing challenges in specific areas such as leadership and stress management.

What steps should the PMO professional take to develop the competencies of the PMO team member?

- A. Provide personalized coaching to the PMO team member.
- B. **Arrange for the PMO team member to shadow a manager recognized for strong leadership abilities.**
- C. Enroll the PMO team member in a course focused on facilitation skills.
- D. Require the PMO team member to complete a project management training program.

Answer: B

Explanation:

Mentorship and shadowing experienced leaders provide hands-on learning and exposure to practical leadership behaviors. PMI-PMOCP highlights that experiential learning through observation and guidance is effective for developing competencies like leadership and stress management.

Training courses (option A or C) and coaching (option D) support development but shadowing offers direct, contextual experience beneficial for leadership growth.

Reference: PMI-PMOCP Study Guide, Chapter on Human Capital Management and Competency Development.

NEW QUESTION # 118

The executive team is concerned with the performance of a PMO. Some customers have complained that service delivery is inconsistent.

What should the PMO professional do first to address these concerns?

- A. Meet with customers and check if a reassessment of expectations is needed.
- B. Review the service quality metrics for customers regularly to drive consistency.
- C. Increase the number of PMO services offered to its customers.
- D. Present the PMO's benefits realized to the executive team and customers.

Answer: A

Explanation:

To address concerns about inconsistency, the first step is to engage customers to verify their expectations and determine if misalignment exists. This dialogue clarifies service gaps and identifies improvement opportunities.

Presenting benefits (Option B) or reviewing metrics (Option C) are useful but may miss the root cause if expectations differ. Increasing services (Option D) can worsen inconsistency.

PMI-PMOCP Governance emphasizes stakeholder engagement as a first response to service quality concerns.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Customer Engagement PMI PMO Value Ring, Service Quality

NEW QUESTION # 119

A PMO software tool was introduced 6 months ago to give PMO customers a comprehensive portfolio overview. The PMO professional recently received feedback indicating that customers are having difficulty navigating the tool and locating the necessary dashboards.

What should the PMO professional have done to prevent this issue?

- A. Presented the benefits of the software to PMO customers across multiple communication channels.
- B. Interviewed PMO customers regarding the dashboards they would use regularly.
- C. Organized specific training sessions for PMO customers on how to use the software.
- D. Surveyed PMO customers regarding the most valuable functions to implement in the software.

Answer: C

Explanation:

Introducing new tools requires proper change management practices including training and user enablement.

PMI-PMOCP emphasizes that PMO professionals must organize targeted training sessions to ensure users can effectively navigate and utilize new software.

Training reduces resistance, increases user adoption, and helps customers fully benefit from the tool's capabilities. While communicating benefits (option A), surveying functionality (option B), or interviewing users (option D) are useful steps, none replace the essential hands-on training required to build proficiency and confidence.

By proactively providing training, the PMO professional ensures smoother transitions, better tool utilization, and overall improved governance and portfolio reporting effectiveness.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on PMO Tools, Change Management, and Customer Enablement.

NEW QUESTION # 120

The PMO established an online community for sharing best practices 2 years ago. The community has grown over time and the PMO is considering increasing the services provided to include some in-person events based on customer feedback. The content for the events has been fully designed with special attention to new trends in the market and concrete applications within the performing organization.

What should the PMO lead do to onboard this new service?

- A. Share the details of the in-person events in the next executive leadership meeting.
- B. Discuss the additional content for the in-person events with the project manager.
- C. Call for volunteers to help gather feedback regarding the future in-person events.
- D. Create a detailed communications management plan to introduce the in-person events.

Answer: D

Explanation:

Introducing a new PMO service requires a detailed communications management plan to ensure that all stakeholders are informed, engaged, and prepared for the change. PMI-PMOCP outlines the importance of formal communication planning to manage

expectations, promote the new service, and facilitate successful adoption.

While discussions (option A) and feedback collection (option B) support content quality, they do not address stakeholder awareness and acceptance. Sharing details only at executive meetings (option D) limits the communication reach. A structured plan ensures consistent, clear messaging to all relevant parties.

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

NEW QUESTION # 121

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