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## PMI Project Management Office Certified Professional Sample Questions (Q47-Q52):

### NEW QUESTION # 47

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

**Answer: A**

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 # 48

A well-established PMO in the banking sector has decided to evolve the company's current project management practices as an element of its mandate to drive organizational project management maturity.

However, the proposed changes were received with skepticism by the leadership team due to concerns about the impact on delivery throughput. The PMO professional was asked to address these concerns.

How should the PMO professional begin to address this issue?

- **A. Demonstrate success stories of accelerated project delivery from more mature organizations to the leadership team.**
- B. Develop a map of proposed changes that do not affect delivery speed and resubmit the proposal to the leadership team.
- C. Deliver training sessions, which are already within the PMO mandate, and work toward achieving higher project management maturity through them.
- D. Prepare a detailed communication with Q&A about streamlining the current project management practices.

**Answer: A**

Explanation:

When faced with resistance to change, especially from leadership concerned about impacts on project delivery, a PMO professional should build credibility and alignment by demonstrating evidence-based outcomes. PMI-PMOCP guidance emphasizes the importance of using real-world success stories from more mature organizations to show how improved project management practices can accelerate delivery, reduce risk, and enhance overall performance. This approach helps alleviate fears rooted in uncertainty and illustrates tangible benefits.

Simply redesigning proposals to avoid affecting delivery speed (option A) may not convince leadership without proof. Training sessions (option C) and communications (option D) are supportive but less persuasive initially. Demonstrating accelerated delivery through examples aligns with the strategic alignment role of the PMO, influencing leadership buy-in and fostering organizational maturity advancement.

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 # 49

A PMO was just established in a large organization. The PMO team identified all potential PMO customers and analyzed them based on their power and interest. The list of customers was much too long and the PMO's capacity to nurture them all is not sufficient.

What should the PMO professional do to move toward developing the service catalog?

- A. Interview executive leadership, understand their expectations, and generalize the findings as they are the main decision makers.
- B. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.
- **C. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.**
- D. Focus on the middle and top levels of management and incorporate resource expectations for when the PMO will have sufficient resources to serve all of the customers.

**Answer: C**

Explanation:

When facing a large and diverse customer base that exceeds capacity, the PMO professional should categorize customers based on power, interest, and other characteristics. This segmentation allows for tailored communication and service strategies for each group, making customer engagement scalable and efficient.

Interviewing only executives (Option A) or certain management levels (Option C) ignores the broader stakeholder landscape.

Developing a catalog solely based on portfolio or project managers' needs (Option D) may miss wider customer expectations.

PMI-PMOCP Strategic Alignment stresses segmentation as key to effective service development and stakeholder engagement.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder Management PMI PMO Value Ring, Service Catalog Development

**NEW QUESTION # 50**

A mid-sized technology company has established a PMO to improve project delivery and governance. The company's leadership has tasked the PMO professional with assessing the current effectiveness of the PMO and identifying areas for improvement. How should the PMO professional proceed to fulfill this request?

- **A. Evaluate the maturity and capability of the PMO in performing each service it needs to deliver the benefits required.**
- B. Conduct employee satisfaction surveys throughout the organization to gauge how happy they are with the performance of the PMO.
- C. Implement a project management software tool to streamline project tracking and reporting processes in real time.
- D. Host quarterly team-building events to foster collaboration and camaraderie among PMO customers.

**Answer: A**

Explanation:

Evaluating the maturity and capability of the PMO services directly addresses effectiveness and identifies improvement areas. PMI-PMOCP stresses that such maturity assessments provide objective measures of PMO performance against expected outcomes, guiding targeted development efforts.

Software implementation (option A) or team-building events (option D) are supportive but do not provide diagnostic insights.

Employee satisfaction surveys (option B) may provide partial feedback but lack the comprehensive scope of maturity evaluation.

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

**NEW QUESTION # 51**

An organization is forming a PMO. The team responsible for running the PMO is being recruited; it includes a mix of people from internal departments and external resources. One of the team members hired to work on the PMO has a lack of experience in certain services of the PMO that will be included in their assignment.

What should the PMO professional do?

- **A. Assign an experienced member from the PMO to mentor the less-experienced team member.**
- B. Provide intensive training on the functional departments of the company and their particularities.
- C. Assign a team from the PMO to train the new member to enhance their performance.
- D. Provide a self-training plan so that the new team member can study PMO theory at their own pace.

**Answer: A**

Explanation:

Assigning a mentor from the PMO to the less-experienced team member accelerates learning, provides ongoing guidance, and enhances integration. PMI-PMOCP highlights mentoring as a best practice for knowledge transfer and skill development, especially in complex, service-oriented PMOs.

Intensive training (option A) and team-based training (option D) are valuable but mentoring provides continuous, personalized support. Self-study (option C) lacks real-time feedback and interaction.

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

**NEW QUESTION # 52**

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