



## **PMI**

### **Exam Questions PMI-PMOCP**

PMI Project Management Office Certified Professional

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#### NEW QUESTION 1

A PMO professional created a formal PMO charter including the PMO's roles and responsibilities. What should the PMO professional do to ensure that the charter remains relevant in the organization?

- A. Review the PMO's services regularly as defined in the PMO charter.
- B. Create a framework to regularly review and update the PMO mandate and its relevance.
- C. Seek feedback from PMO customers about the PMO charter to ensure it fulfills their expectations.
- D. Have the PMO charter approved by key PMO customers so that they are engaged in the process.

**Answer: B**

#### NEW QUESTION 2

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. Present the PMO's benefits realized to the executive team and customers.
- C. Review the service quality metrics for customers regularly to drive consistency.
- D. Increase the number of PMO services offered to its customers.

**Answer: A**

#### NEW QUESTION 3

Which primary strategy should the PMO professional adopt to effectively oversee an organization's portfolio to drive value creation, innovation, and competitive advantage?

- A. Conduct annual audits to assess project performance and compliance.
- B. Ensure that the projects align with organizational strategic objectives.
- C. Check that all projects adhere to strict timelines and budgets.
- D. Suggest that senior leadership modify the strategic objectives and key performance indicators (KPIs).

**Answer: B**

#### NEW QUESTION 4

A company is undergoing transformation due to a set of recent mergers and acquisitions (M&A) transactions. A PMO professional is responsible for the processes and methodology and is asked to suggest ways to support the transformation by integrating organizational change management practices. Which change management strategy should the PMO professional consider first to reinforce transformation activities?

- A. Establish training on the key factors for M&A success to the PMO team.
- B. Plan a timely organizational announcement and related communications to accompany all major organizational transformations.
- C. Assess the cultural impact of the M&A transactions and develop an integration plan to bridge the gap and facilitate a new cultural shift.
- D. Provide organizational change management training for the project managers.

**Answer: C**

#### NEW QUESTION 5

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. 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.
- B. Emphasize that the PMO is using recommended best practices and frameworks, showcasing its operational excellence to win executive support.
- C. 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.
- D. 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.

**Answer: C**

#### NEW QUESTION 6

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

**Answer: C**

#### NEW QUESTION 7

In an organization, the executives focus mainly on project operational deliverables. How should the PMO professional support the executives in fostering a business-value-driven perspective?

- A. Promote awareness of using an efficiency approach for the management of the organization's projects.
- B. Transition from a PMO into a value management office (VMO).
- C. Implement a benefits realization management process.
- D. Support portfolio management by establishing connections among deliverables and expected outcomes.

**Answer: C**

#### NEW QUESTION 8

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

**Answer: B**

#### NEW QUESTION 9

A company aims to build a series of nuclear power plants and wants to establish a PMO to support its large-scale and high-risk strategy. The PMO professional has already developed the PMO vision, mission, and high-level strategy. What should the PMO professional do next?

- A. Determine the most common risks and pain points in the energy sector.
- B. Define the PMO scope, authority, roles, and responsibilities.
- C. Outline the expected benefits of the program's strategy.
- D. Identify critical factors that shape PMOs across the energy industry.

**Answer: B**

#### NEW QUESTION 10

During the execution phase of the project, the PMO professional notices that a project team is consistently falling behind schedule. Despite the best efforts of the PMO to provide additional resources and support, the team continues to struggle with meeting the deliverables. The PMO professional determines that the root cause of the delays is poor communication among team members. Which two tasks should the PMO professional take? (Choose 2)

- A. Replace some resources from the project team to make collaboration among the team more efficient.
- B. Implement project management software to facilitate real-time collaboration and communication among team members.
- C. Reallocate additional resources from other project teams to compensate for the delays and ensure timely completion.
- D. Escalate the issue to senior management and request additional budget for outsourcing certain project tasks to external vendors.
- E. Provide a series of project management training sessions to improve communication skills and foster better teamwork.

**Answer: BE**

#### NEW QUESTION 10

Historically, an organization's PMO has been considered as a department that employs project managers, with its role linked to managing only internal projects. With a change in PMO leadership, the new PMO manager decides to elevate the role of the PMO and make it a strategic partner. Which actions should the PMO manager take to achieve this goal?

- A. Review current PMO services and introduce strategic offerings to gain greater access to executive leadership.
- B. Rebrand the department as a strategic PMO to enhance its importance and prestige.
- C. Organize knowledge-sharing sessions to showcase the PMO's strategic value.
- D. Align PMO initiatives with organizational objectives to support strategic decision-making.

**Answer: A**

#### NEW QUESTION 11

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. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.
- C. 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.
- D. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.

**Answer: B**

#### NEW QUESTION 16

An organization has recruited several new project managers and plans to launch multiple projects in the new fiscal year. The organization's executives aim to enhance the project management skills and capabilities of project managers. After these new project managers are on board, they enter the PMO-managed project manager resource pool for centralized resource allocation. What should the PMO Professional do to meet the organization's goals?

- A. Provide training to project managers, PMO team members, and other stakeholders.

- B. Identify project management risks if the project managers do not receive additional training.
- C. Facilitate collaboration across stakeholders, including executives, team members, other PMOs, and external partners.
- D. Update the project management process to include extra time for training.

**Answer:** A

#### NEW QUESTION 18

A PMO currently serves all investment initiatives within a company and has reached a high level of maturity. The executive leadership team is enthusiastic about PMO value, and all PMO customers promote its services. The PMO professional who leads the PMO has received information that the innovation portfolio struggles with its initiatives.

What should the PMO professional do first to support the innovation portfolio?

- A. Demonstrate to the innovation team how the PMO supports effective delivery of investment projects within the organization.
- B. Engage with the executive team to assess current strategic initiatives and align services to drive additional value.
- C. Ask for a mandate from the executive team to support the innovation initiatives.
- D. Meet with the innovation manager and understand their situation to see how the PMO can support them.

**Answer:** B

#### NEW QUESTION 19

A PMO professional is supporting project managers who are implementing a new organization-wide user support system. The PMO professional needs to help the project managers enable change management effectively within the organization. In recent years, similar initiatives have failed because employees were too focused on the negative effects of change. The changes were enforced by sending memos to employees who did not adopt the new processes. The instructions to adopt the new processes did not offer any flexibility. Which approach should the PMO professional recommend to enable change this time?

- A. Build trust and collaboration and communicate a shared vision and goals early in the project.
- B. Allow users to use social networks to express their negative feelings about the change.
- C. Enforce the adoption of the new processes with zero tolerance for variations or room for user feedback.
- D. Ensure that all users know exactly what to do in every situation during the change process.

**Answer:** A

#### NEW QUESTION 21

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

**Answer:** C

#### NEW QUESTION 23

An established PMO has a forecast of the expected benefits from all current and planned initiatives for the next 3 years. Due to a new regulation, the portfolio delivery plan needs to be reviewed to ensure that compliance will be realized by the given due date. The engineering department proposes to delay a strategic initiative to free up some resources for the compliance project.

What should the PMO manager do first?

- A. Assess the impact of the proposed change on the benefits delivery plan.
- B. Propose the change to the portfolio board in order to get the new benefits delivery plan approved.
- C. Give advice to the portfolio board to outsource the compliance project so the benefits delivery plan will not be affected.
- D. Evaluate the portfolio and check how the benefits delivery plan can be optimized.

**Answer:** A

#### NEW QUESTION 27

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

**Answer:** C

#### NEW QUESTION 32

The PMO at a large company operating in a highly regulated industry is responsible for defining the project management processes for the company. Which action should the PMO Professional take to ensure that the processes are adhered to?

- A. Execute regular audits to evaluate adherence to the processes.
- B. Schedule random meetings to follow up the process deliverables.
- C. Trust the project teams to follow the processes and comply with the systems.

D. Occasionally follow up the process deliverables of the most important projects.

**Answer:** A

#### NEW QUESTION 34

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

**Answer:** A

#### NEW QUESTION 39

An organization delivers system implementation projects to external clients. The PMO has noticed that recent post-project reviews consistently reveal issues. Further analysis shows that these issues become apparent during end-user testing. The testing process is unstructured and usually lacks documentation. What next steps should the PMO lead take?

- A. Create a test strategy to be referenced by project teams to support the system-testing process alignment.
- B. Mandate that all project testing issues be logged and reviewed before agreeing on how each item should be addressed.
- C. Deploy a test management tool that should be used by all system implementation project teams.
- D. Assess the organizational project management (OPM) maturity gaps and enhance the test management process.

**Answer:** A

#### NEW QUESTION 41

During the last portfolio steering meeting, business representatives complained about the sudden unavailability of some critical resources for a project with very high visibility and importance. The PMO leader was not informed of this risk by the project manager. Which action should the PMO leader take to avoid similar situations in the future?

- A. Review the processes identified as critical with the project managers.
- B. Schedule regular meetings with all of the project managers.
- C. Identify the skills the project managers need additional training in.
- D. Facilitate the adoption of risk management practices by project managers.

**Answer:** A

#### NEW QUESTION 42

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. Develop a map of proposed changes that do not affect delivery speed and resubmit the proposal to the leadership team.
- B. Demonstrate success stories of accelerated project delivery from more mature organizations 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:** B

#### NEW QUESTION 43

A PMO professional has been tasked with assessing and improving the competencies of the PMO team to better support the wide range of services the PMO provides. For example, the competencies required for a portfolio management service may differ significantly from those needed for training and mentoring services.

What steps should the PMO leader take to ensure the PMO team's competencies align with the diverse services provided?

- A. Rotate PMO team members through various PMO services to gain exposure to different areas, assuming that hands-on experience alone will develop the necessary skills for each PMO service.
- B. Conduct a general competency assessment for the entire PMO team and create a single training program covering basic project management skills for all team members.
- C. Meet with PMO customers to understand their expectations and develop a competency matrix that maps PMO team members' current skills to the specific needs of each PMO service.
- D. Focus only on developing the competencies related to the PMO's most commonly used services, ensuring efficiency in training and the reduction of costs.

**Answer:** C

#### NEW QUESTION 46

A PMO professional is responsible for a recently deployed project management methodology. A project manager who manages a significant portion of the portfolio refuses to follow the methodology, leaving gaps in the PMO reporting at the portfolio level. The project manager views the prescribed processes as rigid, time-consuming, and as adding no value.

How should the PMO professional respond?

- A. Remind the project managers that the process is mandated by the organization.
- B. Initiate a refresher for the project managers to demonstrate how the methodology mitigates project risks.
- C. Escalate this to the senior director, who relies on the portfolio-level reporting of key performance indicators (KPIs).

D. Inform the project managers that the process represents the industry standard in managing projects.

**Answer:** B

#### NEW QUESTION 48

A PMO professional for an engineering company conducted an assessment to collect the benefits expectations of PMO stakeholders. With their input, several services have been defined.

What should the PMO professional do to maximize the chances of success in rolling out these services to PMO customers?

- A. Prioritize quick wins in the initial phases of the implementation to demonstrate early success.
- B. Develop detailed contingency plans for potential risks identified in later phases of the implementation.
- C. Apply a phased approach for rolling out the PMO service offerings with metrics to monitor the progress.
- D. Engage with PMO stakeholders to collect further input and get a deeper understanding of their requirements.

**Answer:** A

#### NEW QUESTION 49

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. 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.
- B. 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.
- C. Standardize all project management processes to ensure uniformity across all product portfolio integration projects.
- D. Develop a training for the project managers with the regulatory department that emphasizes the importance of complying with regulatory requirements.

**Answer:** B

#### NEW QUESTION 50

The chief strategy officer and the PMO professional are working on the strategic plan while defining the long-term strategic vision of a rapidly growing startup. They are setting the strategic goals and developing action plans.

What should be the PMO professional's primary focus to help ensure alignment to these strategic goals?

- A. Help prioritize projects based on their contributions to overall strategy and work to ensure that high-impact projects get the needed resources.
- B. Help senior management track project and program progress with predefined key performance indicators (KPIs).
- C. Help prioritize customer projects with the biggest monetary value and the highest impact on customer satisfaction.
- D. Help to obtain the project managers' feedback on the action plan to ensure continuous improvement and refinement of the objectives.

**Answer:** A

#### NEW QUESTION 52

A PMO has been thriving within the organization for the past 3 years. A new PMO professional has been appointed to lead the PMO and is expected to sustain its success.

What should the PMO professional do first?

- A. Analyze the performance metrics of current services and the value generated by the PMO.
- B. Collect expectations of PMO customers and make necessary PMO services adjustments.
- C. Keep the current PMO services and improve their maturity when applicable.
- D. Realign the current PMO services to the organizational strategy and goals.

**Answer:** A

#### NEW QUESTION 57

In a global financial services company, the PMO recently implemented the "Provide Methodologies and Tools" service to ensure project teams use standardized approaches and tools for project management.

What key performance indicators (KPIs) should the PMO professional create to measure the performance of this specific service? (Choose 2)

- A. Strategic outcomes delivery rate; Measure the percentage of strategic goals achieved through completed projects, considering that the service will directly ensure that the organization meets its broader strategic outcomes.
- B. Training hours per employee; Measure the number of hours spent training project teams to use the methodologies and tools, as well as the frequency of workshops or refresher courses provided by the PMO.
- C. Governance compliance rate; Measure the percentage of projects fully compliant with corporate governance policies, considering the service will directly ensure compliance.
- D. Tool adoption rate; Measure the percentage of project teams using the standardized methodologies and tools and assess how frequently they access the provided templates, frameworks, and guidelines.

**Answer:** BD

#### NEW QUESTION 58

A PMO professional observes that there is a lack of alignment among project priorities and the organizational strategic goals. What should the PMO professional do first?

- A. Develop a prioritization framework that considers both project objectives and their alignment with strategic goals.
- B. Schedule regular meetings between project managers and executive leadership to ensure ongoing alignment with strategic goals.

- C. Conduct a comprehensive review of organizational strategic goals and the project portfolio to identify alignment gaps.
- D. Provide recommendations based on PMO expertise for aligning project priorities with strategic goals.

**Answer:** A

**NEW QUESTION 59**

A PMO professional is mentoring a project manager who is overseeing a project critical to the organization's strategic goals. The project manager has encountered resistance from a key stakeholder who believes the project's direction might jeopardize their department's interests. Despite written communication, the stakeholder remains concerned.

What should the PMO professional advise the project manager to do?

- A. Escalate the issue to senior management to override the stakeholder's objections.
- B. Convene a meeting with the stakeholder to better understand their concerns.
- C. Assign a team member to handle the stakeholder and mitigate their objections.
- D. Continue with the project as planned, ignoring the stakeholder's concerns.

**Answer:** B

**NEW QUESTION 63**

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