



PMI

Exam Questions PMI-PMOCP

PMI Project Management Office Certified Professional

NEW QUESTION 1

A PMO professional must create a strategic presentation for stakeholders to provide visibility on the company's projects. Which two types of information should the PMO professional present to the stakeholders? (Choose 2)

- A. Comprehensive documentation of the program
- B. Organizational roadmap of initiatives
- C. Roles, responsibilities, and processes
- D. Organizational chart for the PMO
- E. Current state of projects, including issues

Answer: BE

NEW QUESTION 2

A PMO professional joins an existing PMO that displays warning signs that the organization's perception of the PMO's value is deteriorating. Which step should the PMO professional recommend?

- A. Review and reduce the operating costs of the PMO, highlighting enhanced value for PMO customers.
- B. Highlight the benefits of the PMO effectively, using qualitative and quantitative measures for PMO customers.
- C. Switch out some PMO resources to ones with a wider range of core PMO skills and inform PMO customers of the additional skills.
- D. Move the PMO to report to a popular manager within the company and communicate the change to PMO customers.

Answer: B

NEW QUESTION 3

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

Answer: C

NEW QUESTION 4

A PMO has been working for the past 3 years and generates moderate perceived value for senior management. The company's senior management is concerned with the lack of direction and the reactive working style that the PMO follows. How should the PMO professional work with senior management to increase the PMO's perceived value?

- A. Collect senior management's concerns regularly and address them with the project managers.
- B. Create regular touch points with senior management to review and evolve the PMO's strategic roadmap.
- C. Provide training and project competency development to project managers.
- D. Ask the project managers to provide a performance report to senior management.

Answer: B

NEW QUESTION 5

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 6

A PMO professional has been tasked with architecting a long-term PMO strategy to ensure value delivery to its customers over time. Some PMO services will generate immediately perceptible outcomes, while others may only show tangible benefits in the medium or long term. Additionally, PMO customer perceptions of value are expected to evolve as organizational priorities shift. Which approach should the PMO professional take to establish a value-driven PMO strategy that remains relevant over time?

- A. Concentrate on long-term services that deliver significant value after several years, ignoring immediate outcomes to avoid distractions from larger goals.
- B. Establish a value journey by prioritizing services that can generate short-term wins while planning for mid- and long-term outcomes, and regularly reassess PMO customer perceptions of value.
- C. Focus only on services that deliver immediate, short-term outcomes to quickly demonstrate the PMO's value to PMO customers.
- D. Develop a fixed portfolio of services, ensuring that all services are delivered consistently without adjustments, regardless of changes in PMO customer needs over time.

Answer: B

NEW QUESTION 7

A mature enterprise PMO unit in a large, diversified holding is now supporting a new business unit as a result of an organizational transformation. The director of this unit expresses doubts on the value and benefits of PMO support during the annual budgeting process.

How should the PMO professional articulate the PMO's value and get buy-in from this stakeholder for the PMO services?

- A. Build the relationship from the bottom up by inviting middle management of the new business to an internal PMO event.
- B. Understand the director's doubts and extend an invitation to present project case studies and PMO success stories.
- C. Ask existing PMO accounts to provide the director with short video testimonials highlighting how they like the PMO.
- D. Involve the PMO sponsor in the next budgeting session to reinforce the PMO's position.

Answer: B

NEW QUESTION 8

The project sponsor and the manufacturing director of a PMO-managed project have different opinions about the development of a new order-tracking system. What should the PMO professional do to avoid this situation in the future?

- A. Develop an effective project scope and change control process during project planning.
- B. Involve key stakeholders to ensure that requirements are not overlooked.
- C. Advise executives to complete a roles and responsibility matrix in the project planning.
- D. Ensure that the project sponsor has approved the requirements.

Answer: B

NEW QUESTION 9

A PMO professional is tasked with ensuring the organization's competency framework stays relevant to evolving industry trends and internal strategic needs. Which approach should the PMO professional take to achieve this?

- A. Rely primarily on feedback from internal stakeholders to update the competency framework according to current organizational challenges.
- B. Regularly assess and update the competency framework to align with evolving industry trends and organizational requirements, ensuring its relevancy.
- C. Conduct a one-time assessment of the competency framework and plan to update it every 5 years based on industry trends.
- D. Engage external consultants to periodically review and recommend updates to the competency framework when major industry changes occur.

Answer: B

NEW QUESTION 10

The PMO at an expanding healthcare organization has been tasked with enhancing the organization's project management practices to achieve higher efficiency and better outcomes. To achieve this, the first step is to perform a gap analysis to evaluate the current state of project management maturity. This analysis will help PMO understand the existing capabilities, identify gaps compared to industry standards, and highlight areas needing improvement. Based on the results, the aim is to create a targeted improvement plan to elevate the organization's project management maturity level.

What is the primary purpose of conducting a gap analysis in the context of evaluating and progressing organizational project management capability?

- A. To justify the need for additional project management software tools that conduct gap analysis and maturity levels.
- B. To identify gaps between current project management practices and desired maturity levels, and develop targeted improvement plans.
- C. To benchmark project performance and maturity levels against other organizations in the same industry.
- D. To reassign project managers based on their individual skill sets, maturity, and performance levels.

Answer: B

NEW QUESTION 10

A pharmaceutical company operates an enterprise PMO (EPMO) that provides different types of services to several different PMO customers. The PMO leader wants to ensure that the service offerings of the EPMO are catering to the needs of its diverse PMO customers and delivering maximum value.

What should the PMO lead do?

- A. Prioritize the needs of their largest customer group and design the EPMO services primarily around them.
- B. Offer a standard set of services to all customers, ensuring consistency and reliability across the board.
- C. Update all EPMO service offerings regularly to reflect the latest industry trends and technological advancements.
- D. Segment the customers based on common characteristics and develop services adapted for the specific needs of each segment.

Answer: D

NEW QUESTION 15

After which event should a PMO professional expect the PMO mandate to be reviewed?

- A. When the PMO expands its scope to include new services
- B. When the PMO maturity score increases
- C. When the PMO delivers value that exceeds customer expectations
- D. When new qualifications are gained by PMO team members

Answer: A

NEW QUESTION 16

A newly established PMO has been given an opportunity to give a presentation to the executive committee of a natural flavors company. The new PMO is striving to shape its service offerings to support the research and development (R&D) department of the company.

What should the PMO leader do to gain executive support?

- A. Leverage benchmarks and case studies that highlight how the PMO can improve the success rate of delivering projects on time and within budget.
- B. Showcase the ability of the PMO to standardize processes and increase efficiency across projects in the R&D portfolio.

- C. Demonstrate how the PMO aligns projects with the strategic goals of the organization, using R&D as an example.
- D. Present detailed reports on R&D project performance metrics and key performance indicators (KPIs) managed by the PMO.

Answer: C

NEW QUESTION 17

A construction company is undertaking a large-scale infrastructure project to build a new highway network connecting major cities. The project involves multiple phases, including planning, design, construction, and maintenance. A PMO professional has been tasked with supporting the project manager to ensure the successful completion of the project.

What should the PMO professional do to help the project manager overcome the challenges with this project?

- A. Assess the needs of the project manager as a PMO customer in the project to define a valuable set of PMO services to offer.
- B. Assign additional resources to projects based on project managers' requests to alleviate workload pressures.
- C. Implement firm project management methodologies and processes to standardize project execution and control.
- D. Minimize communication with the project manager to avoid micromanagement and encourage autonomy.

Answer: A

NEW QUESTION 19

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 20

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 22

A newly hired PMO professional is lacking information about the performance of one of the portfolios. The PMO professional has been tasked with ensuring effective performance monitoring and reporting processes.

What strategy should the PMO professional employ to achieve this goal?

- A. Delegate the responsibility of performance monitoring and reporting to project managers, allowing them to develop their own monitoring systems and report directly to stakeholders.
- B. Reduce the frequency of performance reporting to stakeholders to minimize distractions and focus on project execution, relying on periodic updates to convey project status.
- C. Avoid implementing any changes to the current performance monitoring and reporting processes to maintain consistency and prevent disruptions to ongoing projects.
- D. Implement key performance indicators (KPIs) aligned with project objectives to measure progress and performance and conduct regular performance reviews.

Answer: D

NEW QUESTION 23

A financial services company is working to optimize its PMO service performance by defining clear service-level agreements (SLAs) with its customers. However, the PMO faces resource limitations, making meeting all customer expectations on time challenging.

What is the most effective approach for the PMO professional to take when defining SLAs and adjusting them according to the PMO's resource constraints?

- A. Set ambitious SLAs to demonstrate the PMO's commitment to delivering high-quality services, even if resources are limited, and adjust delivery expectations only when delays occur.
- B. Establish uniform SLAs for all PMO customers, ensuring consistency across the organization, regardless of the PMO's resource limitations or specific customer needs.
- C. Develop SLAs that set achievable service levels based on the PMO's current resource capacity and adjust them regularly as resources fluctuate or customer demand increases.
- D. Avoid setting SLAs until the PMO has enough resources to guarantee consistent service delivery across all customers and projects, preventing the risk of unmet expectations.

Answer: C

NEW QUESTION 26

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 27

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 29

A PMO professional overseeing multiple projects notices that project managers have varying levels of adherence to the project governance processes. What should the PMO professional do first to ensure consistent governance across projects?

- A. Schedule individual meetings with project managers to understand their challenges with governance processes and provide support.
- B. Develop a comprehensive governance training program and mandate all project managers to complete it within a specified timeframe.
- C. Escalate governance oversight responsibilities to project sponsors to ensure project managers adhere to processes.
- D. Implement stricter enforcement of the governance processes by imposing fines and other penalties for noncompliance.

Answer: A

NEW QUESTION 34

Senior management at a small company is dissatisfied with project performance and has tasked the PMO with addressing the issue. An organizational project management (OPM) maturity assessment has uncovered significant gaps compared to industry standards. What should the PMO professional do first?

- A. Plan training and development programs for project team members to fill the competency gaps.
- B. Develop a roadmap for improving the overall project management maturity within the organization.
- C. Implement agile project management approaches and tools to improve project performance.
- D. Hire experienced and highly skilled project managers to take over underperforming projects.

Answer: B

NEW QUESTION 39

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 44

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 45

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 47

After identifying the needs and expectations of PMO customers, the PMO professional recommends introducing a new service to effectively meet these needs within the specified timeframe. However, new regulations were recently introduced, and the company must comply with them before launching the new PMO service, which will affect the timeline for its implementation.

What should the PMO professional do?

- A. Delay the introduction of the service until the regulations are fully implemented.
- B. Assess the impact of the new regulations on the timeline and communicate changes to PMO customers.
- C. Cancel the service implementation altogether to avoid any potential compliance risks.
- D. Proceed with the original timeline in order to meet the PMO customer expectations.

Answer: B

NEW QUESTION 52

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

Answer: C

NEW QUESTION 54

A PMO team member who joined the PMO 5 years ago as a junior PMO analyst recently received feedback from customers indicating a lack of initiative in handling daily tasks, leading to a low perception of the PMO's value.

What should the PMO professional leading the PMO do to resolve this issue?

- A. Provide mentoring to the PMO team member to increase their performance.
- B. Find another role for the PMO team member within the PMO.
- C. Provide training to the PMO member through a training provider.
- D. Find another role for the PMO team member outside the PMO.

Answer: A

NEW QUESTION 59

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