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

NEW QUESTION # 116
There have been numerous complaints about the performance of one of the project managers.

How should the PMO professional address this issue?

- A. Reassign the project manager to another role and replace them with a more skilled project manager.
- B. Check the project manager's talent development plan and identify gaps for improvement.
- C. Review the PMO maturity report and make an appropriate decision based on the findings.
- D. Conduct a competency gap analysis and provide respective trainings and coaching.

Answer: D

Explanation:
The most effective way to address performance issues is through a competency gap analysis followed by targeted training and coaching to develop the project manager's skills. This approach fosters growth, improves capability, and addresses root causes rather than just symptoms.
Reassignment or replacement (Option B) is a last resort. Reviewing maturity reports (Option A) or checking development plans (Option C) are preliminary steps but don't directly address the immediate performance issues.
PMI-PMOCP Lifecycle Management emphasizes structured talent development and coaching for improving project manager performance.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Capability Development

NEW QUESTION # 117
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. Update the project management process to include extra time for training.
- B. Provide training to project managers, PMO team members, and other stakeholders.
- C. Identify project management risks if the project managers do not receive additional training.
- D. Facilitate collaboration across stakeholders, including executives, team members, other PMOs, and external partners.

Answer: B

Explanation:
To enhance the skills and capabilities of new project managers and meet organizational goals, the PMO professional should provide targeted training to project managers and related stakeholders. PMI-PMOCP stresses that competency development through formal training programs improves project performance, supports standardized practices, and builds organizational maturity. Training ensures that project managers understand methodologies, tools, and governance requirements, enabling them to contribute effectively when allocated from the PMO pool.
Identifying risks (option B) or facilitating collaboration (option C) are important but secondary. Updating processes (option D) without ensuring capability readiness may not address skill gaps.
Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Human Capital and Strategic Alignment.

NEW QUESTION # 118
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. Request additional resource allocations from the PMO so it can handle the new business unit.
- B. Perform quarterly capacity planning sessions to balance the resource allocation in a timely manner.
- C. Review the project utilization targets for the individual contributor roles.
- D. Provide training on avoiding multitasking and other productivity enhancements to optimize throughput.

Answer: B

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-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Resource Planning PMI PMO Value Ring, Resource Optimization

NEW QUESTION # 119

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. Prepare a detailed communication with Q&A about streamlining the current project management practices.
- D. Deliver training sessions, which are already within the PMO mandate, and work toward achieving higher project management maturity through them.

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 # 120

The board of directors wants to oversee the company's strategic portfolio of capital projects. The PMO will support the portfolio management.

What should the PMO professional do to ensure that the portfolio's alignment to strategy meets the executives' expectations?

- A. Implement a portfolio management software for tracking progress.
- B. Develop a feedback loop so executives can provide their perceptions of service outcomes.
- C. Define the proper portfolio alignment to the company's strategy.
- D. Establish a benefits realization process to ensure aligned business outcomes.

Answer: C

Explanation:

Ensuring portfolio alignment starts with defining what strategic alignment means for the company and portfolio. This definition sets the criteria and expectations for how projects and programs contribute to strategic objectives.

Benefits realization (Option B), tracking software (Option C), and feedback mechanisms (Option D) support alignment but are secondary steps that depend on a clear, agreed-upon definition.

PMI-PMOCP Strategic Alignment domain stresses the importance of explicit alignment frameworks to guide portfolio decisions.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Strategic Alignment PMI PMO Value Ring, Strategic Portfolio Management

NEW QUESTION # 121

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