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## PMI Project Management Office Certified Professional Sample Questions (Q79-Q84):

### NEW QUESTION # 79

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

**Answer: B**

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 # 80**

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

**Answer: A**

Explanation:

Conflicting opinions among key stakeholders typically arise when stakeholders are not effectively engaged during requirements gathering and project planning. Involving all key stakeholders early (Option B) helps ensure comprehensive requirements, reduces misunderstandings, and fosters alignment.

While scope and change control processes (Option A) are necessary, they do not replace stakeholder engagement. Roles matrices (Option C) and approvals (Option D) support governance but do not proactively prevent requirements misalignment.

PMI-PMOCP Governance practices highlight early stakeholder involvement as a key success factor.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder Management PMI PMO Value Ring, Stakeholder Engagement

**NEW QUESTION # 81**

Two years ago, a software company implemented an agile culture and adopted Scrum as a framework for product development. During those 2 years, the company's senior management struggled with the link between the product value generated and the business objectives.

What should the PMO professional do to bridge this gap?

- A. Provide a report with agile team metrics, including velocity and burn charts.
- **B. Create a benefits map for the company's initiatives and products.**
- C. Advise the board to move to a hybrid approach for its product development.
- D. Develop a dashboard to show the product portfolio's progress.

**Answer: B**

Explanation:

Creating a benefits map connects products and initiatives to strategic business objectives, visually illustrating how agile deliveries contribute to organizational goals. PMI-PMOCP highlights benefits mapping as a key tool to clarify value realization, improve stakeholder understanding, and enhance alignment between agile teams and executive management.

Dashboards (option A) and reports on agile metrics (option D) provide progress data but may not clarify strategic value linkage.

Advising a hybrid approach (option B) addresses methodology but not the value alignment challenge.

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

### NEW QUESTION # 82

An enterprise PMO (EPMO) is working with different countries to staff project managers across the organization. Customers are providing feedback stating that the staffing is taking more time than expected when compared to the deadlines agreed upon with the customer.

Which two key performance indicators (KPIs) should the PMO professional monitor for this PMO service?  
(Choose 2)

- A. The retention of project managers in their roles on the assigned projects.
- B. The Net Promoter Score (NPS) related to general customer satisfaction.
- C. The percentage of project manager roles filled within the deadline.
- D. The average time needed to recruit project managers for the customer.
- E. The number of days taken on average to formally finalize customer requests.

**Answer: C,D**

Explanation:

To address staffing timeliness, the PMO should monitor the average recruitment time (B) and the percentage of roles filled within the agreed deadlines (E). PMI-PMOCP stresses these metrics as direct indicators of staffing service performance and customer satisfaction related to timeliness.

Other KPIs like NPS (A) or retention (D) provide additional insight but are less relevant to staffing cycle time issues.

Reference: PMI-PMOCP Study Guide, Chapter on PMO Service Performance Measurement.

### NEW QUESTION # 83

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

**Answer: D**

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 # 84

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