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PMI Project Management Office Certified Professional Sample Questions (Q16-Q21):

NEW QUESTION # 16

A newly hired PMO professional is tasked with improving the executives' level of satisfaction with the PMO's performance. The PMO was established last year and has not been very successful in attending to the needs of the PMO customers. Which two actions should the PMO professional take to address this issue? (Choose 2)

- A. Measure how well the organization manages portfolios, programs, and projects to assess the PMO's overall maturity.
- B. Review the compliance of PMO customers with the PMO processes to evaluate the PMO's maturity.
- C. Ensure that the services the PMO provides are the correct ones for the current PMO customers' needs.
- D. Assess the maturity of the services the PMO is delivering and determine which services need to elevate their proficiency levels.
- E. Evaluate the organization's project management capability across departments to determine the PMO's maturity level.

Answer: C,D

Explanation:

To improve executive satisfaction, the PMO professional must first assess the maturity of current PMO services to identify areas for improvement and elevate service proficiency. Simultaneously, the PMO should validate that the services offered align with actual customer needs, ensuring relevance and value delivery.

PMI-PMOCP stresses that customer-centric service management and continuous maturity assessments are essential for effective PMO governance and stakeholder satisfaction.

Measuring organizational maturity (option C), reviewing compliance (option D), or evaluating broader organizational capabilities (option E) provide context but are less directly related to immediate service improvement.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Service Delivery and Stakeholder Engagement.

NEW QUESTION # 17

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

Answer: C

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 # 18

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. Establish uniform SLAs for all PMO customers, ensuring consistency across the organization, regardless of the PMO's resource limitations or specific customer needs.
- B. **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.**
- C. 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.
- 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: B

Explanation:

SLAs must be realistic and based on current capacity to set proper customer expectations and enable reliable service delivery. Adjusting SLAs regularly ensures they reflect resource availability and evolving demand, facilitating transparency and trust. Setting overly ambitious SLAs (Option A) or uniform SLAs ignoring capacity (Option B) risks consistent failure and dissatisfaction. Avoiding SLAs (Option D) delays accountability and clarity.

PMI-PMOC Practice Standard for Project Management Offices (2013), Service Level Management PMI PMO Value Ring, Service Performance

References:

PMI-PMOC Practice Standard for Project Management Offices (2013), Service Level Management PMI PMO Value Ring, Service Performance

NEW QUESTION # 19

An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term. Which action should the PMO professional take to ensure efficient delivery?

- A. Allocate PMO resources to incoming requests based on their experience.
- B. **Prioritize and assign service requests based on their strategic impact.**
- C. Escalate the issue to the executive team and request additional resources.
- D. Educate customers on service-level agreements (SLAs) for each service.

Answer: B

Explanation:

The PMI-PMOC Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option C) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.

This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.

References:

PMI-PMOC Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

NEW QUESTION # 20

A PMO software tool was introduced 6 months ago to give PMO customers a comprehensive portfolio overview. The PMO professional recently received feedback indicating that customers are having difficulty navigating the tool and locating the necessary dashboards.

What should the PMO professional have done to prevent this issue?

- A. Interviewed PMO customers regarding the dashboards they would use regularly.
- B. **Organized specific training sessions for PMO customers on how to use the software.**
- C. Surveyed PMO customers regarding the most valuable functions to implement in the software.

- D. Presented the benefits of the software to PMO customers across multiple communication channels.

Answer: B

Explanation:

Introducing new tools requires proper change management practices including training and user enablement.

PMI-PMOCP emphasizes that PMO professionals must organize targeted training sessions to ensure users can effectively navigate and utilize new software.

Training reduces resistance, increases user adoption, and helps customers fully benefit from the tool's capabilities. While communicating benefits (option A), surveying functionality (option B), or interviewing users (option D) are useful steps, none replace the essential hands-on training required to build proficiency and confidence.

By proactively providing training, the PMO professional ensures smoother transitions, better tool utilization, and overall improved governance and portfolio reporting effectiveness.

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

NEW QUESTION # 21

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