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PMI Project Management Office Certified Professional Sample Questions (Q93-Q98):

NEW QUESTION # 93
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

Explanation:
The PMO mandate is a formal document that defines the purpose, authority, and scope of the PMO.
According to PMI-PMOCP principles, any significant change in the PMO's scope or services triggers a review of the mandate to ensure it remains relevant and aligned with organizational needs. Expanding the PMO's scope (Option A) necessitates updating the mandate to reflect new responsibilities, authority, and expectations.
Increasing maturity scores, delivering exceptional value, or staff gaining new qualifications (Options B, C, and D) are positive indicators but do not in themselves require revisiting the mandate.
Regular mandate reviews help maintain clarity, authority, and stakeholder alignment, which are critical governance elements emphasized by PMI.
References:
PMI-PMOCP Exam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), PMO Mandate and Governance Sections PMI PMO Value Ring, Governance and Scope Management

NEW QUESTION # 94
A PMO was recently established to support the organization's new strategy following a global restructuring process.
Which two actions should the PMO leader take to effectively identify the expectations of PMO customers?
(Choose 2)

- A. Survey all employees to gather general feedback on the PMO's role and impact on the organization.
- B. Analyze past performance reports of the company's projects to create a catalog of services for the PMO.
- C. Establish a feedback loop with PMO customers to continuously gather insights on how the PMO can better support their needs.
- D. Conduct one-on-one interviews with C-suite executives to understand their strategic goals and how the PMO can support achieving them.
- E. Review existing PMO guidelines and processes to ensure alignment with assumed customers' needs.

Answer: C,D

Explanation:
Effectively identifying PMO customer expectations requires direct engagement with key stakeholders.
Establishing continuous feedback loops (Option C) promotes ongoing communication and responsiveness.
Conducting one-on-one interviews with executives (Option D) ensures strategic alignment and understanding of top-level goals.
Reviewing guidelines or past reports (Options A and B) provides context but does not substitute for direct stakeholder input.
Surveying all employees (Option E) is broad and less focused on PMO customers.
PMI-PMOCP Governance emphasizes stakeholder engagement and feedback as foundational for service alignment.
References:
PMI-PMOCP Exam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), Stakeholder Engagement PMI PMO Value Ring, Customer Centricity

NEW QUESTION # 95
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. Advise the board to move to a hybrid approach for its product development.
- B. Provide a report with agile team metrics, including velocity and burn charts.
- C. Create a benefits map for the company's initiatives and products.
- D. Develop a dashboard to show the product portfolio's progress.

Answer: C

Explanation:
Creating abenefits mapconnects 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 # 96
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. Conduct employee satisfaction surveys throughout the organization to gauge how happy they are with the performance of the PMO.
- B. Implement a project management software tool to streamline project tracking and reporting processes in real time.
- 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

Explanation:
Evaluating thematurity and capability of the PMO servicesdirectly addresses effectiveness and identifies improvement areas. PMI-PMOCP stresses that such maturity assessments provide objective measures of PMO performance against expected outcomes, guiding targeted development efforts.
Software implementation (option A) or team-building events (option D) are supportive but do not provide diagnostic insights.
Employee satisfaction surveys (option B) may provide partial feedback but lack the comprehensive scope of maturity evaluation.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on PMO Performance and Governance.

NEW QUESTION # 97
An organization is implementing a new project management methodology. The PMO professional is responsible for establishing governance structures to support the implementation of the new methodology.
What should the PMO professional do to ensure that the new project management methodology will be used within the organization?

- A. Implement a project governance software solution that will automate many governance tasks.
- B. Develop a framework that will define the organization's approach to project governance.
- C. Establish a centralized PMO that will be responsible for all aspects of project governance.
- D. Create a project governance board that will be responsible for setting project standards and policies.

Answer: B

Explanation:
Establishing a clearproject governance framework(Option D) is foundational to embedding a new project management methodology.
The framework defines roles, responsibilities, decision-making processes, and compliance expectations, enabling consistent application of the methodology.
While governance software (Option A), centralized PMOs (Option B), and governance boards (Option C) can support governance, they are tools or organizational components rather than the comprehensive approach.
Without a well-defined framework, these components lack guidance.
PMI stresses that a governance framework is the essential structure that supports methodology adoption, compliance, and continuous improvement.
References:
PMI-PMOCPExam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), Governance Frameworks PMI PMO Value Ring, Governance and Methodology Implementation

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