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PMI Project Management Office Certified Professional Sample Questions (Q111-Q116):

NEW QUESTION # 111

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. Review the PMO maturity report and make an appropriate decision based on the findings.
- C. Conduct a competency gap analysis and provide respective trainings and coaching.
- D. Check the project manager's talent development plan and identify gaps for improvement.

Answer: C

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 # 112

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

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 # 113

A PMO professional is establishing a new PMO and needs to determine the optimal team composition to effectively deliver the planned PMO services. The PMO professional needs to consider both the number of team members required and the necessary

skills and competencies to ensure successful PMO operation.
What should the PMO professional focus on to achieve this goal?

- A. Perform a workload analysis to estimate the effort required for each PMO function and determine the corresponding headcount needs.
- B. Conduct a benchmarking study to analyze the team structures and competency profiles of successful PMOs in other organizations.
- C. Implement a phased approach, starting with a small core team and gradually expanding as the PMO's responsibilities and workload increase.
- D. Adopt a competency model that addresses the capabilities needed and then assess the number of potential team members against that model.

Answer: D

Explanation:
To ensure the PMO team is optimally composed, the PMO professional should adopt a competency model that defines the skills and capabilities required for each PMO function, then assess and recruit team members against this model. PMI-PMOCP stresses competency-based staffing to align capabilities with service delivery requirements effectively.
Workload analysis (option B) supports headcount determination but does not ensure the right skills. Phased approaches (option A) and benchmarking (option D) are useful but secondary to establishing required competencies upfront.
Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Human Capital and PMO Establishment.

NEW QUESTION # 114

During the execution phase of the project, the PMO professional notices that a project team is consistently falling behind schedule. Despite the best efforts of the PMO to provide additional resources and support, the team continues to struggle with meeting the deliverables. The PMO professional determines that the root cause of the delays is poor communication among team members. Which two tasks should the PMO professional take? (Choose 2)

- A. Provide a series of project management training sessions to improve communication skills and foster better teamwork.
- B. Escalate the issue to senior management and request additional budget for outsourcing certain project tasks to external vendors.
- C. Implement project management software to facilitate real-time collaboration and communication among team members.
- D. Reallocate additional resources from other project teams to compensate for the delays and ensure timely completion.
- E. Replace some resources from the project team to make collaboration among the team more efficient.

Answer: A,C

Explanation:
Addressing poor communication requires a combination of enabling tools and skill development.
Implementing project management software (Option B) provides technological support for real-time collaboration, while targeted training (Option E) builds communication competencies and teamwork culture.
Replacing team members (Option A) may be disruptive and should be a last resort. Adding more resources (Option C) or escalating for outsourcing (Option D) addresses symptoms but not the root cause.
PMI-PMOCP Lifecycle Management stresses the importance of identifying root causes and implementing multifaceted solutions for team performance issues.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Team Performance and Communication PMI PMO Value Ring, Resource and Communication Management

NEW QUESTION # 115

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

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

Answer: D

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 # 116
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