#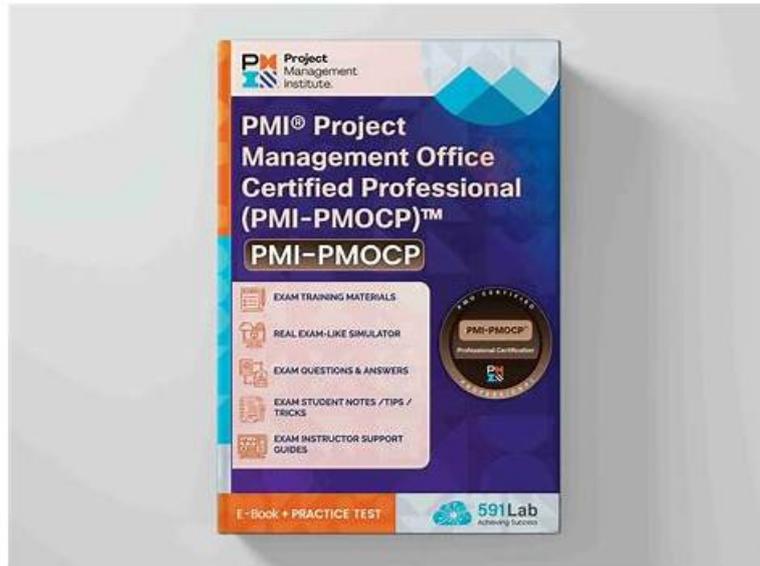 PMI Visual PMI-PMOCP Cert Test: PMI Project Management Office Certified Professional - ITPassLeader Help you Prepare Exam Easily

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PMI Project Management Office Certified Professional Sample Questions (Q109-Q114):

NEW QUESTION # 109
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. Evaluate the maturity and capability of the PMO in performing each service it needs to deliver the benefits required.
- C. Implement a project management software tool to streamline project tracking and reporting processes in real time.
- D. Host quarterly team-building events to foster collaboration and camaraderie among PMO customers.

Answer: B

Explanation:
Evaluating the maturity and capability of the PMO services directly 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 # 110
There have been numerous complaints about the performance of one of the project managers.
How should the PMO professional address this issue?

- A. Check the project manager's talent development plan and identify gaps for improvement.
- 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. Reassign the project manager to another role and replace them with a more skilled project manager.

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 # 111
A PMO team member with limited experience as a project manager was hired 2 years ago. The PMO team member has been identified as being talented in their role. Currently, the PMO team member is playing a key role in a strategic program and is facing challenges in specific areas such as leadership and stress management.
What steps should the PMO professional take to develop the competencies of the PMO team member?

- A. Require the PMO team member to complete a project management training program.
- B. Arrange for the PMO team member to shadow a manager recognized for strong leadership abilities.
- C. Provide personalized coaching to the PMO team member.
- D. Enroll the PMO team member in a course focused on facilitation skills.

Answer: B

Explanation:
Mentorship and shadowing experienced leaders provide hands-on learning and exposure to practical leadership behaviors. PMI-PMOCP highlights that experiential learning through observation and guidance is effective for developing competencies like

leadership and stress management.
Training courses (option A or C) and coaching (option D) support development but shadowing offers direct, contextual experience beneficial for leadership growth.
Reference:PMI-PMOCP Study Guide, Chapter on Human Capital Management and Competency Development.

NEW QUESTION # 112

A PMO offers a service for managing projects. One of the PMO customers always demands that a specific project manager is assigned to their projects. However, it is not always possible to accommodate such requests, which causes dissatisfaction.
What should the PMO professional do to improve the delivery of this service?

- A. Adjust the service-level agreement (SLA) with customers according to the existing capacity in order to realign their expectations.
- B. Embrace feedback and raise awareness about the consistency of the service delivery with the quality requirements, which is independent of the project manager assigned.
- C. Identify the least-in-demand project managers, assess their individual performance, identify the skills gaps, and tailor training according to their specific needs.
- D. Analyze the reasons behind the customer dissatisfaction and hire more project managers with the required skill sets.

Answer: B

Explanation:
To improve service delivery and manage expectations, the PMO professional shouldembrace customer feedback and emphasize the consistent quality and standards of service delivery, independent of which project manager is assigned.PMI-PMOCP highlights the importance of focusing on process and quality rather than individual preferences to maintain fairness and operational efficiency.
While identifying skill gaps (option A), adjusting SLAs (option B), or hiring (option D) are valid considerations, the first step is managing perceptions and demonstrating that service quality does not depend on specific individuals. This approach promotes confidence in PMO capabilities and reinforces objective service standards.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Service Delivery and Stakeholder Management.

NEW QUESTION # 113

A PMO professional recently joined an established PMO with a customer feedback system in place. However, the feedback has not been systematically analyzed or used to drive improvements in service delivery. The PMO services align with standard methodologies, but PMO customers feel their evolving needs are not being adequately met.
What should the PMO professional do to ensure the feedback system is effectively utilized to enhance PMO service delivery?

- A. Implement a process for regularly analyzing feedback and integrating insights into ongoing service improvements, ensuring alignment with customers' needs.
- B. Continue delivering PMO services according to established processes and use the feedback system only for major service redesigns.
- C. Focus on gathering additional metrics from other departments to complement the existing feedback, assuming that this will better inform any future adjustments.
- D. Conduct a one-time review of all feedback received over the past year and make immediate adjustments to the PMO services.

Answer: A

Explanation:
PMI-PMOCP Governance practices emphasize the importance ofcontinuous feedback analysis and integration into service improvement cycles. Regularly analyzing feedback ensures that PMO services remain aligned with evolving customer needs, fostering a proactive approach rather than reactive or ad hoc changes.
Option D supports a structured, ongoing improvement process that increases customer satisfaction and PMO value perception.
Options A and B are either too static or one-off. Option C may provide additional data but risks diluting focus if not systematically integrated.
A mature feedback process is essential for maintaining service relevance and improving stakeholder engagement.
References:
PMI-PMOCPExam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), Continuous Improvement and Customer Focus PMI PMO Value Ring, Feedback and Service Adaptation

NEW QUESTION # 114

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