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PMI Project Management Office Certified Professional Sample Questions

(Q86-Q91):

NEW QUESTION # 86

Due to a recent organizational transformation, the PMO has been excluded from strategic meetings and discussions. Although still responsible for program and project performance reporting, business representatives are now bypassing the PMO and directly approaching project managers for specific performance updates.

What actions should the PMO professional take to ensure the PMO remains valued by the organization?

- A. Redesign the PMO reports based on the type of information the project managers are providing to the business representatives.
- B. Request project managers to continue following the established process of reporting to the PMO.
- C. Consult with the business representatives to determine what they would like to change in the reports they are receiving from the PMO.
- **D. Meet with business representatives individually to understand their current needs and adjust the PMO services accordingly.**

Answer: D

Explanation:

When a PMO's role is diminished due to organizational change, proactively engaging with business representatives is critical. PMI-PMOCP emphasizes meeting with key stakeholders individually to understand their evolving needs and expectations. This approach helps the PMO realign its services, rebuild trust, and demonstrate relevance, ensuring it continues to add value.

Redesigning reports (option A) or consulting about reports (option C) are tactical and may follow understanding needs but lack the personal engagement necessary for sustained value. Simply enforcing existing processes (option D) ignores the root cause of bypass behavior.

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

NEW QUESTION # 87

A mature enterprise PMO unit in a large, diversified holding is now supporting a new business unit as a result of an organizational transformation. The director of this unit expresses doubts on the value and benefits of PMO support during the annual budgeting process.

How should the PMO professional articulate the PMO's value and get buy-in from this stakeholder for the PMO services?

- A. Involve the PMO sponsor in the next budgeting session to reinforce the PMO's position.
- **B. Understand the director's doubts and extend an invitation to present project case studies and PMO success stories.**
- C. Ask existing PMO accounts to provide the director with short video testimonials highlighting how they like the PMO.
- D. Build the relationship from the bottom up by inviting middle management of the new business to an internal PMO event.

Answer: B

Explanation:

Understanding stakeholder concerns and presenting relevant project case studies and PMO success stories is an effective way to demonstrate tangible value and build trust. PMI-PMOCP advises tailoring communication to address specific doubts and using evidence-based examples to secure buy-in.

Bottom-up relationship-building (option A), testimonials (option C), and sponsor involvement (option D) support engagement but are less direct in addressing expressed doubts.

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

NEW QUESTION # 88

Last year, a company established a new PMO to enhance the management of its customer projects. After 1 year, the CFO is dissatisfied with the perceived lack of value in the PMO's periodic reports, and the CIO has raised concerns about the PMO staff's insufficient IT competencies.

What should a PMO professional recommend to the company's CEO to address these concerns?

- A. Ask the PMO manager to meet with the CFO and rework the content of the periodical reports.
- **B. Ask the PMO manager to assess the needs and expectations of senior executives and remodel the PMO processes and competencies consequently.**
- C. Suggest organizing a meeting with the PMO manager to discuss the feedback from senior executives and determine the

next steps.

- D. Suggest that the PMO manager train the PMO resources on cloud platforms and master new software development practices.

Answer: B

Explanation:

According to the PMI-PMOCP Strategic Alignment domain, PMOs must continuously align their services, processes, and competencies with organizational needs and senior executive expectations. Dissatisfaction from the CFO and CIO reflects a misalignment between the PMO's outputs and stakeholder needs.

The best approach is for the PMO manager to conduct a thorough assessment of senior executive expectations and needs, then adjust the PMO's processes and staff competencies accordingly to deliver measurable value. This may include reworking reporting content, improving technical skills, and adapting PMO functions to better support strategic objectives.

Options A and B are more reactive and limited to communication or reporting improvements without addressing underlying process and competency gaps. Option D, while related to IT skills, is too narrow and tactical without considering broader strategic realignment.

PMI standards emphasize ongoing stakeholder engagement and adaptive PMO capability building to maintain relevance and value delivery.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Alignment and Capability Sections
PMI PMO Value Ring, Continuous Improvement and Stakeholder Alignment

NEW QUESTION # 89

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. Create a benefits map for the company's initiatives and products.**
- C. Provide a report with agile team metrics, including velocity and burn charts.
- 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 # 90

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

Answer: C

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 # 91

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