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PMI Project Management Office Certified Professional Sample Questions (Q114-Q119):

NEW QUESTION # 114

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. Host quarterly team-building events to foster collaboration and camaraderie among PMO customers.
- D. Implement a project management software tool to streamline project tracking and reporting processes in real time.

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 # 115

The project sponsor and the manufacturing director of a PMO-managed project have different opinions about the development of a new order-tracking system.

What should the PMO professional do to avoid this situation in the future?

- A. Develop an effective project scope and change control process during project planning.
- B. Advise executives to complete a roles and responsibility matrix in the project planning.
- **C. Involve key stakeholders to ensure that requirements are not overlooked.**
- D. Ensure that the project sponsor has approved the requirements.

Answer: C

Explanation:

Conflicting opinions among key stakeholders typically arise when stakeholders are not effectively engaged during requirements gathering and project planning. Involving all key stakeholders early (Option B) helps ensure comprehensive requirements, reduces misunderstandings, and fosters alignment.

While scope and change control processes (Option A) are necessary, they do not replace stakeholder engagement. Roles matrices (Option C) and approvals (Option D) support governance but do not proactively prevent requirements misalignment.

PMI-PMOCP Governance practices highlight early stakeholder involvement as a key success factor.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder Management PMI PMO Value Ring, Stakeholder Engagement

NEW QUESTION # 116

A pharmaceutical company operates an enterprise PMO (EPMO) that provides different types of services to several different PMO customers. The PMO leader wants to ensure that the service offerings of the EPMO are catering to the needs of its diverse PMO customers and delivering maximum value.

What should the PMO lead do?

- A. Update all EPMO service offerings regularly to reflect the latest industry trends and technological advancements.
- B. Offer a standard set of services to all customers, ensuring consistency and reliability across the board.
- C. Prioritize the needs of their largest customer group and design the EPMO services primarily around them.
- **D. Segment the customers based on common characteristics and develop services adapted for the specific needs of each segment.**

Answer: D

Explanation:

Segmenting customers based on shared characteristics (Option D) allows the PMO to tailor services to distinct needs, increasing relevance and value for diverse groups.

Prioritizing only the largest group (Option A) or offering standard services (Option B) may ignore other segments' needs. Regular updates to services (Option C) are useful but must be combined with segmentation to be effective.

PMI-PMOCP Strategic Alignment encourages customer segmentation and targeted service design for maximum impact.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Customer Segmentation PMI PMO Value Ring, Customer Centricity

NEW QUESTION # 117

A PMO was just established in a large organization. The PMO team identified all potential PMO customers and analyzed them based on their power and interest. The list of customers was much too long and the PMO's capacity to nurture them all is not sufficient.

What should the PMO professional do to move toward developing the service catalog?

- **A. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.**
- B. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.
- C. Interview executive leadership, understand their expectations, and generalize the findings as they are the main decision makers.
- D. Focus on the middle and top levels of management and incorporate resource expectations for when the PMO will have sufficient resources to serve all of the customers.

Answer: A

Explanation:

When the PMO customer base is large and capacity is limited, PMI-PMOCP recommends a segmentation and categorization approach (Option B). This enables the PMO to tailor service offerings and communication strategies based on customer groups' power, interest, and needs, efficiently managing resources and expectations.

Focusing only on executive leadership (Option A) or middle and top management (Option C) risks overlooking critical stakeholders. Developing a service catalog solely from portfolio or project managers (Option D) may limit the scope and miss broader stakeholder

needs.

Categorizing customers facilitate targeted engagement and scalable service development, consistent with PMI best practices.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder and Customer Management PMI PMO Value Ring,

Service Catalog Development

NEW QUESTION # 118

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

Answer: A

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 # 119

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