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PMI Project Management Office Certified Professional Sample Questions (Q83-Q88):

NEW QUESTION # 83

A financial services company is working to optimize its PMO service performance by defining clear service- level agreements (SLAs) with its customers. However, the PMO faces resource limitations, making meeting all customer expectations on time challenging.

What is the most effective approach for the PMO professional to take when defining SLAs and adjusting them according to the

PMO's resource constraints?

- A. Establish uniform SLAs for all PMO customers, ensuring consistency across the organization, regardless of the PMO's resource limitations or specific customer needs.
- B. Set ambitious SLAs to demonstrate the PMO's commitment to delivering high-quality services, even if resources are limited, and adjust delivery expectations only when delays occur.
- **C. Develop SLAs that set achievable service levels based on the PMO's current resource capacity and adjust them regularly as resources fluctuate or customer demand increases.**
- D. Avoid setting SLAs until the PMO has enough resources to guarantee consistent service delivery across all customers and projects, preventing the risk of unmet expectations.

Answer: C

Explanation:

SLAs must be realistic and based on current capacity to set proper customer expectations and enable reliable service delivery. Adjusting SLAs regularly ensures they reflect resource availability and evolving demand, facilitating transparency and trust. Setting overly ambitious SLAs (Option A) or uniform SLAs ignoring capacity (Option B) risks consistent failure and dissatisfaction. Avoiding SLAs (Option D) delays accountability and clarity. PMI-PMOCP Governance standards encourage capacity-based service agreements that adapt dynamically.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Service Level Management PMI PMO Value Ring, Service Performance

NEW QUESTION # 84

A PMO professional is asked to propose a way to optimize project resource utilization in a newly acquired business unit. Which action should the PMO professional take to accomplish this task?

- A. Provide training on avoiding multitasking and other productivity enhancements to optimize throughput.
- B. Request additional resource allocations from the PMO so it can handle the new business unit.
- **C. Perform quarterly capacity planning sessions to balance the resource allocation in a timely manner.**
- D. Review the project utilization targets for the individual contributor roles.

Answer: C

Explanation:

Quarterly capacity planning (Option C) enables timely balancing of resource allocation across projects and business units, preventing bottlenecks and ensuring optimal utilization.

Requesting additional resources (Option A) may not be feasible immediately. Training (Option B) and reviewing utilization targets (Option D) support optimization but lack the planning structure to proactively balance demand and capacity.

PMI-PMOCP Lifecycle Management promotes structured capacity planning for effective resource management.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Resource Planning PMI PMO Value Ring, Resource Optimization

NEW QUESTION # 85

A PMO professional is responsible for a team of project managers who lead projects for the business departments. A business manager has mentioned to the PMO professional that one of the project managers assigned to them is very set in their ways, which is causing friction among the project team members.

How should the PMO professional respond to this feedback?

- A. Instruct the PMO team members to be more sensitive to how the other project team members work.
- B. Assign a different project manager to this project, as keeping the business department happy is paramount to PMO success.
- C. Ask the project manager to explain the challenges of working with the other project team members.
- **D. Talk with the respective project team members about specific examples of situations that caused issues within the project team.**

Answer: D

Explanation:

To address interpersonal conflicts, the PMO professional should engage directly with the team members involved to discuss specific issues and seek constructive resolutions. PMI-PMOCP encourages open communication and conflict resolution within project teams to improve collaboration and performance.

Reassigning project managers (option A) is a last resort, and instructing sensitivity (option B) or seeking the project manager's perspective alone (option D) may not fully capture the situation or foster resolution.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Human Capital and Conflict Management.

NEW QUESTION # 86

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

Answer: A,B

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 # 87

A food industry company recently acquired a new company. To ensure a quick integration, several project managers are assigned to combine the product portfolios. The PMO for the integration program was informed by the project managers that they encountered a regulatory compliance change regarding several products manufactured by the acquired company. This is having a significant impact on the ongoing product portfolio integration.

Which actions should the PMO professional take to support the quick adaptation to these changes in the future?

- **A. Schedule a regular touchpoint between the project managers and the regulatory experts for the adjustment of project plans to incorporate changes in regulatory requirements or market conditions.**
- B. Review the issue with the project managers and make sure they are capturing problems in the lessons learned register so that information can be leveraged for similar future projects.
- C. Standardize all project management processes to ensure uniformity across all product portfolio integration projects.
- D. Develop a training for the project managers with the regulatory department that emphasizes the importance of complying with regulatory requirements.

Answer: A

Explanation:

To manage ongoing and future regulatory changes efficiently, the PMO professional should establish regular communication channels between project managers and regulatory experts. PMI-PMOCP highlights the importance of proactive collaboration to identify, interpret, and incorporate regulatory changes quickly into project plans, minimizing disruptions.

Capturing lessons learned (option A) is useful but reactive. Standardizing processes (option C) and providing training (option D) are

important but do not replace real-time regulatory engagement critical for timely adaptation.

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

NEW QUESTION # 88

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