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PMI Project Management Office Certified Professional Sample Questions (Q82-Q87):

NEW QUESTION # 82

A newly hired PMO professional is tasked with improving the executives' level of satisfaction with the PMO's performance. The PMO was established last year and has not been very successful in attending to the needs of the PMO customers.

Which two actions should the PMO professional take to address this issue? (Choose 2)

- A. Review the compliance of PMO customers with the PMO processes to evaluate the PMO's maturity.
- B. Assess the maturity of the services the PMO is delivering and determine which services need to elevate their proficiency levels.
- C. Measure how well the organization manages portfolios, programs, and projects to assess the PMO's overall maturity.
- D. Ensure that the services the PMO provides are the correct ones for the current PMO customers' needs.
- E. Evaluate the organization's project management capability across departments to determine the PMO's maturity level.

Answer: B,D

Explanation:

To improve executive satisfaction, the PMO professional must first assess the maturity of current PMO services to identify areas for improvement and elevate service proficiency. Simultaneously, the PMO should validate that the services offered align with actual customer needs, ensuring relevance and value delivery.

PMI-PMOCP stresses that customer-centric service management and continuous maturity assessments are essential for effective PMO governance and stakeholder satisfaction.

Measuring organizational maturity (option C), reviewing compliance (option D), or evaluating broader organizational capabilities (option E) provide context but are less directly related to immediate service improvement.

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

NEW QUESTION # 83

An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term.

Which action should the PMO professional take to ensure efficient delivery?

- A. Allocate PMO resources to incoming requests based on their experience.
- B. Prioritize and assign service requests based on their strategic impact.
- C. Escalate the issue to the executive team and request additional resources.
- D. Educate customers on service-level agreements (SLAs) for each service.

Answer: B

Explanation:

The PMI-PMOCP Lifecycle Management domain guides PMOs toprioritize resources and services based on strategic impact, ensuring that limited capacity is allocated to initiatives that deliver the highest organizational value.

Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option B) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.

This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.

References:

PMI-PMOCPExam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

NEW QUESTION # 84

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. Embrace feedback and raise awareness about the consistency of the service delivery with the quality requirements, which is independent of the project manager assigned.
- B. Identify the least-in-demand project managers, assess their individual performance, identify the skills gaps, and tailor training according to their specific needs.

- C. Analyze the reasons behind the customer dissatisfaction and hire more project managers with the required skill sets.
- D. Adjust the service-level agreement (SLA) with customers according to the existing capacity in order to realign their expectations.

Answer: A

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 # 85
The chief strategy officer and the PMO professional are working on the strategic plan while defining the long- term strategic vision of a rapidly growing startup. They are setting the strategic goals and developing action plans.
What should be the PMO professional's primary focus to help ensure alignment to these strategic goals?

- A. Help to obtain the project managers' feedback on the action plan to ensure continuous improvement and refinement of the objectives.
- B. Help prioritize projects based on their contributions to overall strategy and work to ensure that high- impact projects get the needed resources.
- C. Help senior management track project and program progress with predefined key performance indicators (KPIs).
- D. Help prioritize customer projects with the biggest monetary value and the highest impact on customer satisfaction.

Answer: B

Explanation:
The PMO professional's primary role in strategic alignment is toprioritize projects based on their strategic contribution and ensure that high-impact projects receive sufficient resources. This prioritization maximizes organizational value and supports strategic goal achievement.
Tracking KPIs (Option B), prioritizing customer projects by monetary value (Option C), and gathering project managers' feedback (Option D) are supportive but secondary activities.
PMI-PMOCP Strategic Alignment stresseseffective prioritization as critical to strategy execution.
References:
PMI-PMOCPExam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Portfolio Management (2017), Prioritization
PMI PMO Value Ring, Strategy Execution

NEW QUESTION # 86
In an organization, the executives focus mainly on project operational deliverables. How should the PMO professional support the executives in fostering a business-value-driven perspective?

- A. Implement a benefits realization management process.
- B. Promote awareness of using an efficiency approach for the management of the organization's projects.
- C. Transition from a PMO into a value management office (VMO).
- D. Support portfolio management by establishing connections among deliverables and expected outcomes.

Answer: A

Explanation:
Implementing abenefits realization management processis key to shifting the focus from operational deliverables to business value.
This process tracks and ensures that projects deliver tangible, measurable benefits aligned with strategic goals.
Promoting efficiency (Option A) is important but does not explicitly connect deliverables to business value.
Transitioning to a VMO (Option B) is a structural change that may not be feasible. Supporting portfolio management (Option D) helps but benefits realization provides a direct mechanism.

PMI-PMOCP Strategic Alignment domain highlights benefits realization as a critical enabler of value-focused project governance.
References:
PMI-PMOCP Exam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Benefits Realization Management (2019)
PMI PMO Value Ring, Value Management

NEW QUESTION # 87
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