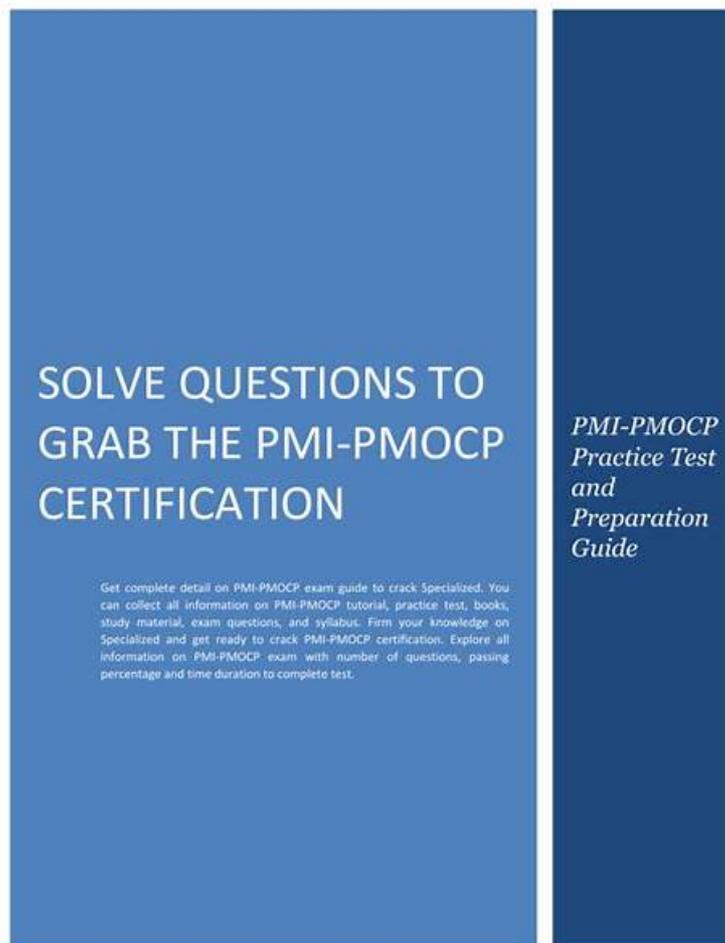


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## PMI Project Management Office Certified Professional Sample Questions (Q102-Q107):

### NEW QUESTION # 102

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

**Answer: C**

Explanation:

To improve service delivery and manage expectations, the PMO professional should embrace 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 # 103

A PMO professional leading a global PMO wants to ensure that the PMO's services continue to evolve and deliver value to customers.

Which approach best supports the PMO professional in achieving this goal?

- A. Benchmark the PMO's performance against other PMOs in the industry to ensure continuous improvement.
- B. Establish regular communication channels with PMO customers to understand their evolving needs.
- C. Implement a continuous improvement process to regularly update the PMO methodologies.
- D. Adopt the latest project management methodologies, including training for project managers.

**Answer: B**

Explanation:

Establishing regular communication channels with PMO customers ensures ongoing feedback and insight into evolving needs, allowing the PMO to adapt its services effectively. PMI-PMOCP emphasizes stakeholder engagement as critical to sustaining PMO relevance and value delivery.

While continuous improvement (option A), methodology updates (option C), and benchmarking (option D) are useful, direct communication with customers is foundational for identifying what improvements are necessary.

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

### NEW QUESTION # 104

A PMO professional uses a project portfolio performance dashboard designed using PMO standard metrics.

The PMO professional discovers that the lab team is using its own metrics. The lab team's project manager explains that the PMO standard metrics are not meaningful to their team.

How should the PMO professional ensure that the PMO standard metrics are captured, while allowing flexibility for the lab team?

- A. Allow the lab team's project manager to continue collecting metrics that are meaningful to their team, having them report

"N/A" in place of the PMO standard metrics.

- B. Understand the gaps between the PMO standard metrics and the lab team's metrics and adapt the data collection to ensure that all valuable metrics are reported.
- C. Redesign the PMO project portfolio performance dashboard including a special section displaying the lab team's specific metrics.
- D. Request the lab team's project manager to stop collecting any lab-team-specific metrics and only report the PMO standard metrics.

**Answer: B**

Explanation:

In governance and performance reporting, the PMO must maintain standard metrics to ensure consistency, comparability, and alignment across the portfolio. However, a successful PMO also recognizes the unique needs of individual teams and projects, balancing standardization with flexibility. The PMI-PMOCP framework emphasizes that PMOs should work collaboratively with project teams to understand their specific requirements and challenges.

By understanding the gaps between the PMO standard metrics and the lab team's metrics, the PMO professional can adapt data collection methods to include both standard and team-specific metrics. This approach ensures that key portfolio-wide data remains consistent for leadership while allowing the lab team to track and report on metrics that directly support their work and add meaningful insight. Such an adaptive approach increases stakeholder engagement, improves data quality, and promotes transparency.

Simply enforcing rigid standards (option B) or ignoring PMO metrics (option C) risks losing valuable oversight or data consistency. Meanwhile, redesigning the entire dashboard (option D) without a needs analysis may lead to unnecessary complexity. PMI-PMOCP guidelines advocate for a collaborative, value-driven approach in metric standardization and customization.

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

#### **NEW QUESTION # 105**

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. Suggest organizing a meeting with the PMO manager to discuss the feedback from senior executives and determine the next steps.
- C. Suggest that the PMO manager train the PMO resources on cloud platforms and master new software development practices.
- D. Ask the PMO manager to assess the needs and expectations of senior executives and remodel the PMO processes and competencies consequently.

**Answer: D**

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 # 106

During the planning phase for establishing a PMO, the PMO team encounters resistance from project managers who are concerned about potential bureaucracy and additional workload. The PMO professional recognizes the importance of stakeholder buy-in for successful PMO implementation.

What should the PMO professional do to address these concerns?

- A. Conduct a benchmarking study to identify best practices from successful PMOs in similar organizations.
- B. Develop a detailed cost-benefit analysis to demonstrate the potential return on investment (ROI) of the PMO to project managers.
- C. Implement a communications management plan to address potential resistance and facilitate the adoption of the PMO within the organization.
- **D. Diagnose the needs and challenges within the organization and tailor the PMO's services and support functions to address those needs.**

**Answer: D**

Explanation:

Addressing resistance requires understanding and diagnosing organizational needs and pain points, then customizing PMO services to reduce bureaucracy and support project managers effectively. Tailoring the PMO ensures relevance and increases stakeholder buy-in.

Cost-benefit analyses (Option A), benchmarking (Option C), and communication plans (Option D) are valuable but less effective if not grounded in an understanding of actual organizational challenges.

PMI-PMOCP Governance and Change Management principles highlight stakeholder-centric tailoring and diagnosis as foundational steps.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

### NEW QUESTION # 107

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