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PMI Project Management Office Certified Professional Sample Questions (Q113-Q118):

NEW QUESTION # 113

During the last portfolio steering meeting, business representatives complained about the sudden unavailability of some critical resources for a project with very high visibility and importance. The PMO leader was not informed of this risk by the project manager.

Which action should the PMO leader take to avoid similar situations in the future?

- A. Schedule regular meetings with all of the project managers.
- B. Facilitate the adoption of risk management practices by project managers.
- **C. Review the processes identified as critical with the project managers.**
- D. Identify the skills the project managers need additional training in.

Answer: C

Explanation:

The PMO leader's role includes ensuring critical processes related to risk identification and escalation are clear and consistently followed. PMI-PMOCP highlights the importance of reviewing and reinforcing critical processes with project managers to prevent communication breakdowns and risk management failures. By reviewing these processes, the PMO leader ensures project managers understand their responsibilities for timely risk reporting and escalation.

While scheduling meetings (option B) and facilitating risk management adoption (option D) are supportive measures, the root cause often lies in process clarity and adherence. Identifying skills gaps (option C) can help but may not directly address process awareness. Strengthening critical processes mitigates risks effectively and improves governance transparency.

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 # 114

A newly established PMO has been given an opportunity to give a presentation to the executive committee of a natural flavors company. The new PMO is striving to shape its service offerings to support the research and development (R&D) department of the company.

What should the PMO leader do to gain executive support?

- A. Leverage benchmarks and case studies that highlight how the PMO can improve the success rate of delivering projects on time and within budget.
- B. Present detailed reports on R&D project performance metrics and key performance indicators (KPIs) managed by the PMO.
- C. Showcase the ability of the PMO to standardize processes and increase efficiency across projects in the R&D portfolio.
- **D. Demonstrate how the PMO aligns projects with the strategic goals of the organization, using R&D as an example.**

Answer: D

Explanation:

Executive support is best gained by demonstrating how the PMO's work aligns with and supports strategic organizational goals, especially when tailored to key departments such as R&D. PMI-PMOCP highlights strategic alignment as critical to securing leadership buy-in.

Process standardization (B), benchmarks (A), or detailed metrics (D) may support the case but are less compelling without clear strategic linkage.

Reference: PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Stakeholder Engagement.

NEW QUESTION # 115

A PMO professional recently joined an established PMO with a customer feedback system in place. However, the feedback has not been systematically analyzed or used to drive improvements in service delivery. The PMO services align with standard methodologies, but PMO customers feel their evolving needs are not being adequately met.

What should the PMO professional do to ensure the feedback system is effectively utilized to enhance PMO service delivery?

- A. Focus on gathering additional metrics from other departments to complement the existing feedback, assuming that this will better inform any future adjustments.
- **B. Implement a process for regularly analyzing feedback and integrating insights into ongoing service improvements, ensuring alignment with customers' needs.**
- C. Conduct a one-time review of all feedback received over the past year and make immediate adjustments to the PMO services.

- D. Continue delivering PMO services according to established processes and use the feedback system only for major service redesigns.

Answer: B

Explanation:

PMI-PMOCP Governance practices emphasize the importance of continuous feedback analysis and integration into service improvement cycles. Regularly analyzing feedback ensures that PMO services remain aligned with evolving customer needs, fostering a proactive approach rather than reactive or ad hoc changes.

Option D supports a structured, ongoing improvement process that increases customer satisfaction and PMO value perception.

Options A and B are either too static or one-off. Option C may provide additional data but risks diluting focus if not systematically integrated.

A mature feedback process is essential for maintaining service relevance and improving stakeholder engagement.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement and Customer Focus PMI PMO Value Ring, Feedback and Service Adaptation

NEW QUESTION # 116

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. Develop a dashboard to show the product portfolio's progress.
- B. Advise the board to move to a hybrid approach for its product development.
- **C. Create a benefits map for the company's initiatives and products.**
- D. Provide a report with agile team metrics, including velocity and burn charts.

Answer: C

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 # 117

A newly hired PMO professional is lacking information about the performance of one of the portfolios. The PMO professional has been tasked with ensuring effective performance monitoring and reporting processes.

What strategy should the PMO professional employ to achieve this goal?

- A. Reduce the frequency of performance reporting to stakeholders to minimize distractions and focus on project execution, relying on periodic updates to convey project status.
- **B. Implement key performance indicators (KPIs) aligned with project objectives to measure progress and performance and conduct regular performance reviews.**
- C. Avoid implementing any changes to the current performance monitoring and reporting processes to maintain consistency and prevent disruptions to ongoing projects.
- D. Delegate the responsibility of performance monitoring and reporting to project managers, allowing them to develop their own monitoring systems and report directly to stakeholders.

Answer: B

Explanation:

Effective portfolio performance monitoring requires consistent, objective, and aligned measurement. PMI-PMOCP advocates for the implementation of key performance indicators (KPIs) that directly align with portfolio and project objectives to track progress and

outcomes. Regular reviews based on these KPIs enable timely decision-making and corrective actions.

Delegating monitoring without standardization (option A) risks inconsistency. Reducing reporting frequency (option B) can hinder visibility. Avoiding changes (option C) may perpetuate inefficiencies. Establishing KPIs and structured reviews enhances governance, transparency, and portfolio control.

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

NEW QUESTION # 118

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