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PMI Project Management Office Certified Professional Sample Questions (Q40-Q45):

NEW QUESTION # 40

A PMO was set up in a large organization with a highly skilled PMO professional appointed to lead it. The sponsor agreed to give the PMO professional all the necessary resources from the beginning. The PMO professional and team immediately progressed with the implementation of accepted project management methodologies and internationally recognized practices and tools. At the end of the year, executive leadership raised concerns about the PMO's performance.

What should the PMO professional have considered during the service catalog development?

- A. The PMO professional should have surveyed the portfolio, program, and project managers because they are the ones using the methodologies and tools.
- B. The PMO professional should have benchmarked against the experience of successful PMOs from other organizations.
- C. The PMO professional should have interviewed other members of the executive leadership team and not just the PMO sponsor.
- D. The PMO professional should have identified the needs of all of the customer groups and adapted the service catalog based on their pain points and expectations.

Answer: D

Explanation:

Effective service catalog development requires a comprehensive understanding of all PMO customer groups and their unique needs. PMI-PMOCP highlights that adapting services to customer pain points and expectations ensures relevance, adoption, and value delivery. This broad stakeholder engagement avoids disconnect between PMO offerings and organizational requirements.

Interviewing only executives (option A), benchmarking (option B), or surveying just project managers (option C) are insufficient alone. Identifying diverse customer needs holistically is critical to service effectiveness.

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

NEW QUESTION # 41

An enterprise PMO (EPMO) is working with different countries to staff project managers across the organization. Customers are providing feedback stating that the staffing is taking more time than expected when compared to the deadlines agreed upon with the customer.

Which two key performance indicators (KPIs) should the PMO professional monitor for this PMO service?
(Choose 2)

- A. The retention of project managers in their roles on the assigned projects.
- B. The percentage of project manager roles filled within the deadline.
- C. The number of days taken on average to formally finalize customer requests.
- D. The Net Promoter Score (NPS) related to general customer satisfaction.
- E. The average time needed to recruit project managers for the customer.

Answer: B,E

Explanation:

To address staffing timeliness, the PMO should monitor the average recruitment time(B) and the percentage of roles filled within the agreed deadlines(E). PMI-PMOCP stresses these metrics as direct indicators of staffing service performance and customer satisfaction related to timeliness.

Other KPIs like NPS (A) or retention (D) provide additional insight but are less relevant to staffing cycle time issues.

Reference:PMI-PMOCP Study Guide, Chapter on PMO Service Performance Measurement.

NEW QUESTION # 42

In recent months, a company was contracted to deliver several projects requiring specialist technical resources. Several clients have begun to complain about the limited availability of the specialist technical resources, which will impact their project timelines.

What should the PMO professional do to help solve the problem?

- A. Suggest the centralization of project resource management and align the project plans to their availability.
- B. Request that the sales representatives review the contracts and deadlines that the company has taken responsibility for.
- C. Invite project managers to hire additional skilled resources to face the high number of simultaneously running projects.
- D. Support delivery managers and sales representatives in managing relationships with clients.

Answer: A

Explanation:

Centralizing resource management (Option B) allows the organization to optimize allocation of scarce specialist resources across projects, improving visibility, prioritization, and alignment with resource availability.

Reviewing contracts (Option A) or asking PMs to hire additional resources (Option C) does not address systemic allocation issues. Supporting client relationships (Option D) is important but secondary.

PMI-PMOCP Lifecycle Management highlights centralized resource coordination as essential in managing specialist resource constraints.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

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

NEW QUESTION # 43

An organization is going through a transformation process that will impact its processes and employee job descriptions. The PMO professional needs to ensure continuous improvement of the organization's PMO in these turbulent times.

What should the PMO professional do in this situation?

- A. Regularly review the internal project management methodologies, processes, and tools.
- B. Survey senior management and other PMO stakeholders to evaluate their satisfaction with PMO.
- C. Ask senior management to be involved in defining job descriptions for the project managers.
- D. Continuously reassess which PMO functions are in scope according to the new organizational changes.

Answer: D

Explanation:

During organizational transformations, the PMO professional must continuously reassess the scope and functions of the PMO to ensure it remains aligned with evolving organizational structures and priorities. This dynamic adjustment enables the PMO to stay relevant and contribute effectively to change initiatives.

While reviewing methodologies and surveying stakeholders are important, focusing on the PMO's scope ensures its services and role evolve appropriately. Engaging senior management in job descriptions (Option A) is less direct to PMO continuous improvement.

PMI-PMOCP Lifecycle Management emphasizes adaptability and ongoing alignment as core to PMO sustainability.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Continuous Improvement PMI PMO Value Ring, Adaptability and Change Management

NEW QUESTION # 44

A PMO is ready to deploy new services that address the current, confirmed needs of the organization.

What is the first thing the PMO professional should do to ensure optimal implementation of the PMO services to meet customer expectations?

- A. Educate all customers on the PMO services available.
- B. Tailor educational activities with key customers based on their requests.
- C. Create and distribute detailed user guides and other educational information.
- D. Define a step-by-step approach to deploy the new PMO services.

Answer: D

Explanation:

Before deploying new services, the PMO professional must define a clear, step-by-step deployment plan.

PMI-PMOCP stresses that a structured approach allows for careful coordination, resource allocation, stakeholder engagement, and risk management during service implementation, ensuring alignment with customer expectations and organizational goals.

Educational activities (options A, C, D) are essential but should follow a well-planned rollout strategy. A comprehensive deployment approach minimizes disruptions and maximizes adoption success.

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

NEW QUESTION # 45

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