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PMI Project Management Office Certified Professional Sample Questions (Q112-Q117):

NEW QUESTION # 112

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

Answer: D

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 # 113

An experienced PMO professional is tasked with establishing guidelines and procedures to ensure effective decision-making and accountability throughout the project life cycle in a large-scale project management environment. The PMO professional needs to facilitate the establishment of structured guidelines and procedures to govern project activities and promote organizational alignment. Which action should the PMO professional prioritize?

- **A. Collaborate with project stakeholders to define roles and responsibilities to ensure clarity and accountability.**
- B. Establish a centralized repository for project documentation and knowledge sharing to ensure transparency and accessibility.
- C. Conduct regular audits to evaluate compliance with established guidelines and identify areas for improvement.
- D. Implement a performance measurement framework to assess project progress and outcomes against metrics of past projects.

Answer: A

Explanation:

Clear definition of roles and responsibilities is foundational to effective governance, decision-making, and accountability. PMI-PMOCP highlights that collaboration with stakeholders to establish this clarity prevents confusion, duplication, and gaps in project execution and control.

Documentation repositories (option A), audits (option C), and performance frameworks (option D) support governance but rely on defined roles and accountability as a prerequisite.

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

NEW QUESTION # 114

A PMO professional receives feedback from project managers indicating that they are not able to secure the necessary project delivery teams in a timely manner.

How should the PMO professional address this issue to improve resource management across projects?

- A. Implement a strict resource allocation policy to ensure equitable distribution of resources among projects.
- **B. Develop a centralized resource management system that provides visibility into resource availability and allocation.**
- C. Hire additional project managers to meet the demands of all projects simultaneously.
- D. Delegate resource management responsibilities to individual project managers to maintain autonomy.

Answer: B

Explanation:

The most effective way to address resource allocation challenges is to implement a centralized resource management system that gives visibility into resource availability, skills, and allocation across projects. This system enables proactive planning, conflict resolution, and optimized resource use.

Delegating resource management to individual project managers (Option B) can perpetuate silos and inefficiencies. Strict policies (Option C) may lack flexibility and fail to consider strategic priorities. Hiring more project managers (Option D) addresses capacity but not visibility or coordination issues.

PMI-PMOCP Lifecycle Management domain highlights centralized resource systems as key to efficient resource utilization and portfolio success.

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 # 115

After which event should a PMO professional expect the PMO mandate to be reviewed?

- A. When the PMO maturity score increases
- B. When new qualifications are gained by PMO team members
- **C. When the PMO expands its scope to include new services**
- D. When the PMO delivers value that exceeds customer expectations

Answer: C

Explanation:

The PMO mandate is a formal document that defines the purpose, authority, and scope of the PMO.

According to PMI-PMOCP principles, any significant change in the PMO's scope or services triggers a review of the mandate to ensure it remains relevant and aligned with organizational needs. Expanding the PMO's scope (Option A) necessitates updating the mandate to reflect new responsibilities, authority, and expectations.

Increasing maturity scores, delivering exceptional value, or staff gaining new qualifications (Options B, C, and D) are positive indicators but do not in themselves require revisiting the mandate.

Regular mandate reviews help maintain clarity, authority, and stakeholder alignment, which are critical governance elements emphasized by PMI.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), PMO Mandate and Governance Sections PMI PMO Value Ring, Governance and Scope Management

NEW QUESTION # 116

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

Answer: A

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 # 117

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