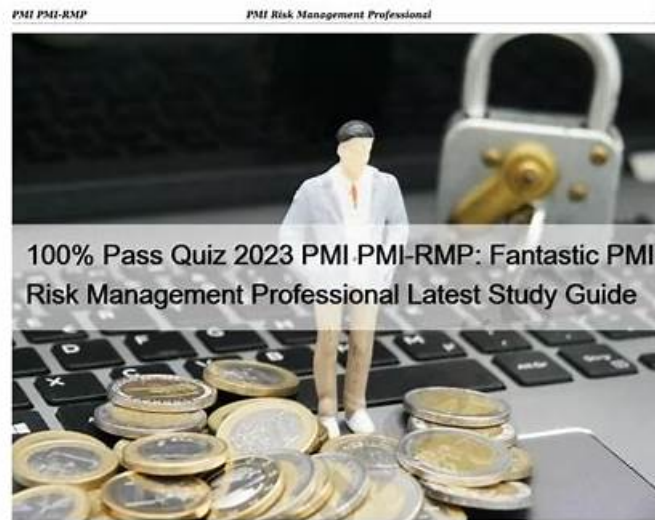


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## PMI Project Management Office Certified Professional Sample Questions (Q96-Q101):

### NEW QUESTION # 96

A PMO professional is establishing a new PMO and needs to determine the optimal team composition to effectively deliver the planned PMO services. The PMO professional needs to consider both the number of team members required and the necessary skills and competencies to ensure successful PMO operation.

What should the PMO professional focus on to achieve this goal?

- A. Conduct a benchmarking study to analyze the team structures and competency profiles of successful PMOs in other organizations.
- B. Perform a workload analysis to estimate the effort required for each PMO function and determine the corresponding headcount needs.
- C. Adopt a competency model that addresses the capabilities needed and then assess the number of potential team members against that model.
- D. Implement a phased approach, starting with a small core team and gradually expanding as the PMO's responsibilities and workload increase.

**Answer: C**

Explanation:

To ensure the PMO team is optimally composed, the PMO professional should adopt a competency model that defines the skills and capabilities required for each PMO function, then assess and recruit team members against this model. PMI-PMOCP stresses competency-based staffing to align capabilities with service delivery requirements effectively.

Workload analysis (option B) supports headcount determination but does not ensure the right skills. Phased approaches (option A) and benchmarking (option D) are useful but secondary to establishing required competencies upfront.

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

### NEW QUESTION # 97

Which primary strategy should the PMO professional adopt to effectively oversee an organization's portfolio to drive value creation, innovation, and competitive advantage?

- A. Check that all projects adhere to strict timelines and budgets.
- B. Ensure that the projects align with organizational strategic objectives.
- C. Conduct annual audits to assess project performance and compliance.
- D. Suggest that senior leadership modify the strategic objectives and key performance indicators (KPIs).

**Answer: B**

Explanation:

The core purpose of portfolio management within the Strategic Alignment domain is to ensure project investments are aligned with organizational strategic objectives. This alignment drives value creation, supports innovation, and sustains competitive advantage. While audits (Option A), monitoring timelines and budgets (Option C), and leadership involvement (Option D) are important, the foundational strategy is to maintain strategic alignment so that resources are allocated to initiatives with the greatest impact. PMI-PMOCP guidelines emphasize strategic alignment as the primary mechanism to maximize portfolio value and organizational success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Alignment and Value Delivery Sections PMI PMO Value Ring, Strategic Portfolio Management

### NEW QUESTION # 98

A PMO was just established in a large organization. The PMO team identified all potential PMO customers and analyzed them based on their power and interest. The list of customers was much too long and the PMO's capacity to nurture them all is not sufficient.

What should the PMO professional do to move toward developing the service catalog?

- A. Focus on the middle and top levels of management and incorporate resource expectations for when the PMO will have sufficient resources to serve all of the customers.
- B. Interview executive leadership, understand their expectations, and generalize the findings as they are the main decision makers.
- C. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.
- **D. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.**

**Answer: D**

Explanation:

When the PMO customer base is large and capacity is limited, PMI-PMOCP recommends a segmentation and categorization approach (Option B). This enables the PMO to tailor service offerings and communication strategies based on customer groups' power, interest, and needs, efficiently managing resources and expectations.

Focusing only on executive leadership (Option A) or middle and top management (Option C) risks overlooking critical stakeholders. Developing a service catalog solely from portfolio or project managers (Option D) may limit the scope and miss broader stakeholder needs.

Categorizing customers facilitates targeted engagement and scalable service development, consistent with PMI best practices.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Stakeholder and Customer Management PMI PMO Value Ring, Service Catalog Development

### NEW QUESTION # 99

A PMO professional overseeing multiple projects notices that project managers have varying levels of adherence to the project governance processes.

What should the PMO professional do first to ensure consistent governance across projects?

- A. Escalate governance oversight responsibilities to project sponsors to ensure project managers adhere to processes.
- **B. Schedule individual meetings with project managers to understand their challenges with governance processes and provide support.**
- C. Implement stricter enforcement of the governance processes by imposing fines and other penalties for noncompliance.
- D. Develop a comprehensive governance training program and mandate all project managers to complete it within a specified timeframe.

**Answer: B**

Explanation:

The first step to ensure consistent governance is to engage directly with project managers to understand their challenges and barriers in applying governance processes. This individualized approach (Option B) enables tailored support and fosters collaboration rather than resistance.

Mandating training (Option C) or escalating responsibility (Option D) are secondary actions that should follow once root causes are understood. Imposing penalties (Option E) risks alienation and is contrary to PMI's recommendations on fostering supportive governance cultures.

PMI-PMOCP governance practices emphasize stakeholder engagement and support to improve process adherence.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance and Stakeholder Support PMI PMO Value Ring, Governance and Compliance

### NEW QUESTION # 100

A PMO has been thriving within the organization for the past 3 years. A new PMO professional has been appointed to lead the PMO and is expected to sustain its success.

What should the PMO professional do first?

- A. Collect expectations of PMO customers and make necessary PMO services adjustments.
- **B. Analyze the performance metrics of current services and the value generated by the PMO.**
- C. Realign the current PMO services to the organizational strategy and goals.
- D. Keep the current PMO services and improve their maturity when applicable.

**Answer: B**

Explanation:

Before making changes or adjustments, the PMO professional should analyze existing performance data and value delivered to understand what is working well and where improvements are needed. This data-driven approach helps sustain success by building on strengths and addressing gaps with evidence.

While collecting expectations (Option B), maturing services (Option C), and realigning strategy (Option D) are important, they come after understanding current performance.

PMI-PMOCP Strategic Alignment underscores baseline analysis as the starting point for sustaining and improving PMO value.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Performance Measurement PMI PMO Value Ring, Value Realization

## NEW QUESTION # 101

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