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PMI Project Management Office Certified Professional Sample Questions (Q104-Q109):

NEW QUESTION # 104

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

Answer: C

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 A) enables tailored support and fosters collaboration rather than resistance.

Mandating training (Option B) or escalating responsibility (Option C) are secondary actions that should follow once root causes are understood. Imposing penalties (Option D) 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 # 105

A newly appointed PMO professional has been tasked with developing an organizational project management (OPM) competency framework to improve project management across the organization. The goal is to ensure alignment with both industry standards and specific organizational needs.

What should the PMO professional do first?

- A. Analyze the project management skills of the current team and develop a framework around their existing competencies.
- **B. Research industry standards and good practices, then adapt them to address the organization's unique challenges.**
- C. Focus the competency framework on senior project managers, as they will have the most impact on the organization's success.
- D. Create a list of competencies based on the organization's past project successes.

Answer: B

Explanation:

The best starting point is to research recognized industry standards and best practices to ensure the competency framework is grounded in proven models. From there, the PMO professional should customize the framework to meet the organization's unique challenges and strategic objectives.

Building the framework solely on current team skills (Option A) or past successes (Option B) risks limiting growth and failing to address emerging needs. Focusing only on senior project managers (Option D) excludes broader organizational impact.

PMI-PMOCP Lifecycle Management emphasizes benchmarking external standards as a foundational step in competency framework development.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Talent Triangle and Competency Frameworks

PMI PMO Value Ring, Talent Development

NEW QUESTION # 106

An organization is forming a PMO. The team responsible for running the PMO is being recruited; it includes a mix of people from internal departments and external resources. One of the team members hired to work on the PMO has a lack of experience in certain services of the PMO that will be included in their assignment.

What should the PMO professional do?

- A. Assign a team from the PMO to train the new member to enhance their performance.
- B. Provide intensive training on the functional departments of the company and their particularities.
- C. Provide a self-training plan so that the new team member can study PMO theory at their own pace.
- **D. Assign an experienced member from the PMO to mentor the less-experienced team member.**

Answer: D

Explanation:

Assigning a mentor from the PMO to the less-experienced team member accelerates learning, provides ongoing guidance, and enhances integration. PMI-PMOCP highlights mentoring as a best practice for knowledge transfer and skill development, especially in complex, service-oriented PMOs.

Intensive training (option A) and team-based training (option D) are valuable but mentoring provides continuous, personalized support. Self-study (option C) lacks real-time feedback and interaction.

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

NEW QUESTION # 107

A newly hired PMO professional is tasked with improving the executives' level of satisfaction with the PMO's performance. The PMO was established last year and has not been very successful in attending to the needs of the PMO customers. Which two actions should the PMO professional take to address this issue? (Choose 2)

- A. Evaluate the organization's project management capability across departments to determine the PMO's maturity level.
- **B. Ensure that the services the PMO provides are the correct ones for the current PMO customers' needs.**
- C. Measure how well the organization manages portfolios, programs, and projects to assess the PMO's overall maturity.
- D. Review the compliance of PMO customers with the PMO processes to evaluate the PMO's maturity.
- **E. Assess the maturity of the services the PMO is delivering and determine which services need to elevate their proficiency levels.**

Answer: B,E

Explanation:

To improve executive satisfaction, the PMO professional must first assess the maturity of current PMO services to identify areas for improvement and elevate service proficiency. Simultaneously, the PMO should validate that the services offered align with actual customer needs, ensuring relevance and value delivery.

PMI-PMOCP stresses that customer-centric service management and continuous maturity assessments are essential for effective PMO governance and stakeholder satisfaction.

Measuring organizational maturity (option C), reviewing compliance (option D), or evaluating broader organizational capabilities (option E) provide context but are less directly related to immediate service improvement.

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

NEW QUESTION # 108

A PMO Professional conducted an annual review of PMO performance and found that the PMO's return on investment (ROI) is lower than last year. The chief executive officer asked the PMO Professional to justify the lower ROI and propose a corrective action plan to improve PMO ROI.

What should the PMO Professional propose?

- A. Lower recovered cost value, higher cost of PMO, higher ROI.
- B. Lower PMO portfolio value, higher cost of PMO, higher ROI.
- **C. Higher PMO portfolio value, lower cost of PMO, higher ROI.**
- D. Lower PMO maturity, lower PMO competency, higher ROI.

Answer: C

Explanation:

The correct answer is C because PMO ROI improves when the value generated by the PMO increases while the cost of operating the PMO decreases or becomes more efficient. ROI is fundamentally a relationship between value returned and cost invested. A corrective action plan should therefore focus on increasing portfolio value, improving service effectiveness, reducing waste, optimizing PMO costs, and strengthening value delivery. Option A is incorrect because lower maturity and lower competency would normally reduce ROI. Option B is contradictory because lower portfolio value and higher cost would decrease ROI, not improve it. Option D is also incorrect because lower recovered value and higher cost would worsen ROI. PMI-PMOCP emphasizes that the PMO must demonstrate measurable business value through improved delivery, better alignment, optimized resource use, and cost-effective services.

Reference: PMI-PMOCP Study Guide: PMO Value Measurement, ROI, Benefits Delivery, Governance Performance.

NEW QUESTION # 109

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