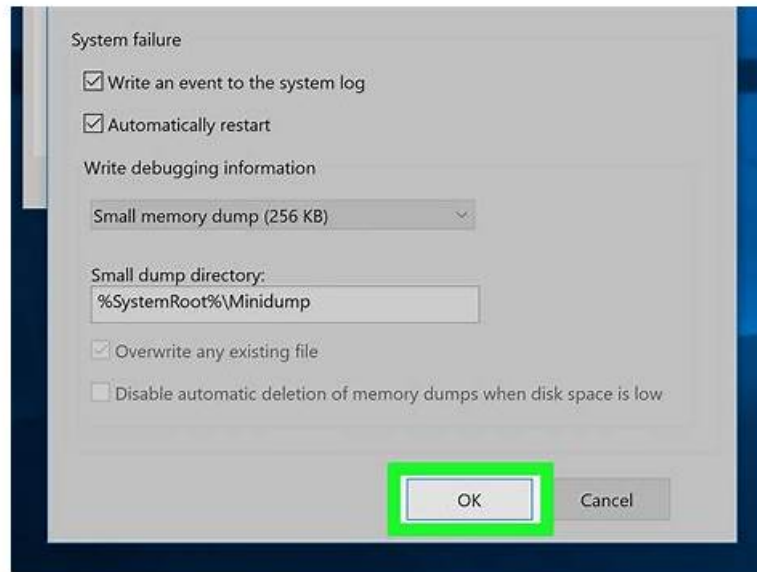


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PMI Project Management Office Certified Professional Sample Questions (Q86-Q91):

NEW QUESTION # 86

A PMO professional in a large pharmaceutical company recognizes the need to balance delivering immediate value through quick-win services while also "seeding" services that will generate long-term value to sustain executive support. What is the most effective strategy the PMO professional should implement?

- A. Tailor services case by case without a defined strategy, adjusting based on implementation timelines.
- **B. Develop a service strategy that combines quick-win services with long-term value services to ensure both immediate impact and sustained benefits.**

- C. Focus exclusively on short-term services such as reporting improvements to demonstrate immediate value and defer long-term services.
- D. Prioritize only long-term services such as portfolio management and benefits realization, as these ensure sustained organizational growth.

Answer: B

Explanation:

PMI-PMOCP strongly advocates for a balanced PMO service portfolio that delivers both short-term and long-term value. Executive support is sustained not only by strategic foresight but also by visible, early results. A hybrid approach ensures the PMO demonstrates relevance quickly while building capabilities that support future organizational maturity.

Quick-win services—such as improved reporting, dashboards, or delivery support—help establish credibility and confidence among executives. At the same time, long-term services—such as portfolio management, benefits realization, and strategic alignment—embed sustainable value and maturity across the organization.

Focusing exclusively on long-term outcomes (Option A) risks losing executive sponsorship due to delayed visible benefits.

Concentrating only on short-term gains (Option B) undermines strategic maturity. An ad hoc approach (Option D) lacks governance and consistency.

PMI-PMOCP guidance emphasizes that successful PMOs intentionally design service roadmaps that balance immediate impact with future value, ensuring ongoing executive sponsorship and organizational relevance.

References: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline PMI-PMOCP Study Guide - PMO Value Delivery & Service Strategy

NEW QUESTION # 87

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

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

Answer: B

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 # 88

A PMO professional is asked to propose a way to optimize project resource utilization in a newly acquired business unit. Which action should the PMO professional take to accomplish this task?

- A. Review the project utilization targets for the individual contributor roles.
- B. Request additional resource allocations from the PMO so it can handle the new business unit.
- C. Provide training on avoiding multitasking and other productivity enhancements to optimize throughput.
- **D. Perform quarterly capacity planning sessions to balance the resource allocation in a timely manner.**

Answer: D

Explanation:

Quarterly capacity planning (Option C) enables timely balancing of resource allocation across projects and business units, preventing

bottlenecks and ensuring optimal utilization.

Requesting additional resources (Option A) may not be feasible immediately. Training (Option B) and reviewing utilization targets (Option D) support optimization but lack the planning structure to proactively balance demand and capacity.

PMI-PMOCP Lifecycle Management promotes structured capacity planning for effective resource management.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

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

NEW QUESTION # 89

A PMO professional has been tasked with assessing and improving the competencies of the PMO team to better support the wide range of services the PMO provides. For example, the competencies required for a portfolio management service may differ significantly from those needed for training and mentoring services.

What steps should the PMO leader take to ensure the PMO team's competencies align with the diverse services provided?

- **A. Meet with PMO customers to understand their expectations and develop a competency matrix that maps PMO team members' current skills to the specific needs of each PMO service.**
- B. Rotate PMO team members through various PMO services to gain exposure to different areas, assuming that hands-on experience alone will develop the necessary skills for each PMO service.
- C. Conduct a general competency assessment for the entire PMO team and create a single training program covering basic project management skills for all team members.
- D. Focus only on developing the competencies related to the PMO's most commonly used services, ensuring efficiency in training and the reduction of costs.

Answer: A

Explanation:

The best practice is to engage PMO customers to understand their expectations and then develop a competency matrix that aligns team members' skills with the specific demands of each PMO service (Option C). This targeted approach ensures that competency development is relevant and service-focused.

Rotations (Option A) and general assessments (Option B) are less strategic and may dilute focus. Limiting development to common services (Option D) risks neglecting emerging or specialized needs.

PMI-PMOCP Lifecycle Management recommends systematic competency mapping tied to customer needs and service requirements to optimize PMO effectiveness.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Competency Management PMI PMO Value Ring, Talent and Capability Alignment

NEW QUESTION # 90

There have been numerous complaints about the performance of one of the project managers.

How should the PMO professional address this issue?

- A. Check the project manager's talent development plan and identify gaps for improvement.
- B. Reassign the project manager to another role and replace them with a more skilled project manager.
- **C. Conduct a competency gap analysis and provide respective trainings and coaching.**
- D. Review the PMO maturity report and make an appropriate decision based on the findings.

Answer: C

Explanation:

The most effective way to address performance issues is through a competency gap analysis followed by targeted training and coaching to develop the project manager's skills. This approach fosters growth, improves capability, and addresses root causes rather than just symptoms.

Reassignment or replacement (Option B) is a last resort. Reviewing maturity reports (Option A) or checking development plans (Option C) are preliminary steps but don't directly address the immediate performance issues.

PMI-PMOCP Lifecycle Management emphasizes structured talent development and coaching for improving project manager performance.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

NEW QUESTION # 91

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