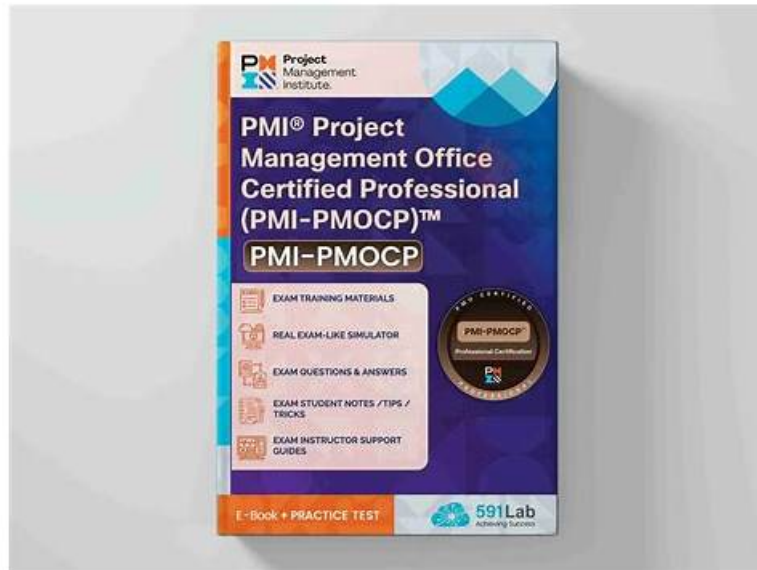


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## PMI Project Management Office Certified Professional Sample Questions (Q99-Q104):

### NEW QUESTION # 99

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. Provide training on avoiding multitasking and other productivity enhancements to optimize throughput.
- C. Request additional resource allocations from the PMO so it can handle the new business unit.
- **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 # 100

The senior management of an organization is unable to cope with an increasing number of projects. The chief operations officer heard of a very successful PMO in another organization and decided to recruit their PMO leader. The expectations are high for the new PMO leader, and the organization demands they set up a PMO that is as successful as their previous organization's PMO. What is the first thing the PMO leader should do to deliver on this expectation?

- **A. Define the appropriate type of PMO for the current organizational context and develop services accordingly.**
- B. Establish the same services based on their experience in the previous organization to guarantee success.
- C. Benchmark the current services with their previous experience and adjust the services as needed.
- D. Analyze the customer expectations and apply their experience from the previous organization as needed.

**Answer: A**

Explanation:

Success depends on tailoring the PMO to the specific organizational context, culture, and needs. Defining the type of PMO suitable for the current environment ensures services and governance structures are relevant and effective.

Simply replicating prior services (Option A), benchmarking (Option B), or applying past experience without contextual analysis (Option C) risks misalignment and failure.

PMI-PMOCP Strategic Alignment underscores assessing organizational context as a foundational step for PMO success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), PMO Establishment PMI PMO Value Ring, Organizational Fit

### NEW QUESTION # 101

Senior management at a small company is dissatisfied with project performance and has tasked the PMO with addressing the issue. An organizational project management (OPM) maturity assessment has uncovered significant gaps compared to industry standards. What should the PMO professional do first?

- **A. Develop a roadmap for improving the overall project management maturity within the organization.**
- B. Implement agile project management approaches and tools to improve project performance.
- C. Hire experienced and highly skilled project managers to take over underperforming projects.
- D. Plan training and development programs for project team members to fill the competency gaps.

**Answer: A**

Explanation:

After identifying significant gaps through an OPM maturity assessment, the first step is to develop a strategic roadmap that outlines targeted initiatives to improve maturity. PMI-PMOCP guidance highlights the importance of a structured, phased approach to maturity improvement that includes defining goals, prioritizing actions, and aligning with organizational strategy.

Training (option A), agile adoption (option C), or hiring (option D) can be components of the roadmap but should follow a comprehensive plan to ensure cohesion and sustainability. The roadmap ensures all improvement activities are coordinated, aligned, and measurable, optimizing resource allocation and change management efforts.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Organizational Maturity and Strategic Alignment.

### NEW QUESTION # 102

A PMO professional notices that the project managers are not adhering to the established project management guidelines within the organization. What actions should the PMO professional take to address this issue effectively?

- A. Conduct a survey with project managers to understand their challenges, then create a customized action plan to address the gaps.
- B. Escalate the issue to the project sponsors to enforce the project managers' adherence to the guidelines.
- C. Revise the current guidelines based on their knowledge and experience to ensure the guidelines are more practical.
- D. Distribute updated manuals and provide additional project management training sessions to the project managers.

**Answer: A**

Explanation:

Within the PMI-PMOCP Governance domain, the PMO professional's responsibility is to ensure compliance through understanding and collaboration rather than unilateral enforcement. When project managers are not following guidelines, the first step is to engage with them to understand the root causes of non-adherence. This can include process complexity, lack of awareness, or practical challenges.

Conducting a survey or assessment (Option D) aligns with best practices for continuous improvement and stakeholder engagement. It enables the PMO to tailor solutions—such as training, process adjustments, or communication improvements—based on actual feedback rather than assumptions.

Options A and B, though seemingly proactive, risk missing the real issues if implemented without input.

Revising guidelines without stakeholder consultation (Option A) can lead to ineffective or resisted changes.

Distributing manuals and training (Option B) is useful only if it addresses identified gaps. Escalating directly to sponsors (Option C) should be a last resort, as it may create resistance and harm relationships.

This approach is consistent with PMI's emphasis on governance through collaboration, communication, and continuous process improvement, as outlined in the PMO governance frameworks.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance and Compliance Sections PMI PMO Value Ring, Governance and Continuous Improvement

### NEW QUESTION # 103

A PMO professional for an engineering company was contacted by a newly hired project manager who wanted to submit an urgent change request to reset the baseline for the project schedule. The project manager did not understand the process for submitting such a request. Because this project is critical for the company, any delays might put the project at risk.

What should the PMO professional do?

- A. Support the project manager in creating the change request and guide the project manager through its submission and approval.
- B. Ensure that the project manager attends the required training that will provide more information about the change management process.
- C. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.
- D. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.

**Answer: A**

Explanation:

In the context of the PMI-PMOCP Governance domain, one of the critical functions of the PMO professional is to provide proactive support and guidance to project managers, especially when urgent changes are needed in critical projects. Although organizational process assets (OPAs) and governance models provide important frameworks and tools, the PMO's role extends beyond simply pointing to these resources. The PMO professional should actively assist the project manager in preparing the change request to ensure it is correctly documented and aligned with organizational standards, reducing risk and delays.

According to PMI's PMO practice guides and the PMI-PMOCP exam content outline, the Governance domain emphasizes oversight, adherence to processes, and facilitation. Helping the project manager navigate the change management process

embodies good governance and improves project outcomes. This approach supports organizational strategy by enabling timely decision-making and maintaining project control.

Furthermore, while training is important, it is not an immediate solution for urgent requests. Telling the project manager to self-serve through OPAs (Option A) or simply directing them to follow governance models (Option B) without hands-on assistance risks delays and misunderstandings, particularly for new PMs.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Chapter on Change Management PMI PMO Value Ring and Practice Guides, Governance and Support Processes

## NEW QUESTION # 104

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