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

### NEW QUESTION # 99

The board of directors wants to oversee the company's strategic portfolio of capital projects. The PMO will support the portfolio management.

What should the PMO professional do to ensure that the portfolio's alignment to strategy meets the executives' expectations?

- A. Define the proper portfolio alignment to the company's strategy.
- B. Develop a feedback loop so executives can provide their perceptions of service outcomes.
- C. Establish a benefits realization process to ensure aligned business outcomes.
- D. Implement a portfolio management software for tracking progress.

Answer: A

Explanation:

Ensuring portfolio alignment starts with defining what strategic alignment means for the company and portfolio. This definition sets the criteria and expectations for how projects and programs contribute to strategic objectives.

Benefits realization (Option B), tracking software (Option C), and feedback mechanisms (Option D) support alignment but are secondary steps that depend on a clear, agreed-upon definition.

PMI-PMOCP Strategic Alignment domain stresses the importance of explicit alignment frameworks to guide portfolio decisions.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

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

### NEW QUESTION # 100

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

**Answer: A**

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

**Answer: C**

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 is tasked with ensuring the organization's competency framework stays relevant to evolving industry trends and

internal strategic needs. Which approach should the PMO professional take to achieve this?

- A. Engage external consultants to periodically review and recommend updates to the competency framework when major industry changes occur.
- B. Rely primarily on feedback from internal stakeholders to update the competency framework according to current organizational challenges.
- **C. Regularly assess and update the competency framework to align with evolving industry trends and organizational requirements, ensuring its relevancy.**
- D. Conduct a one-time assessment of the competency framework and plan to update it every 5 years based on industry trends.

**Answer: C**

Explanation:

The Lifecycle Management domain emphasizes continuous assessment and adaptation of organizational frameworks to maintain alignment with evolving internal and external contexts. Regularly reviewing and updating the competency framework (Option B) ensures it remains relevant to industry changes and strategic shifts.

Relying only on internal feedback (Option A) may miss external market or technological trends. A one-time or infrequent update (Option C) risks the framework becoming obsolete. Relying solely on external consultants (Option D) may lack continuous engagement and ownership.

PMI guidance promotes an iterative, proactive approach to competency management, integrating multiple data sources for ongoing relevance.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

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

#### **NEW QUESTION # 103**

An established PMO has a forecast of the expected benefits from all current and planned initiatives for the next 3 years. Due to a new regulation, the portfolio delivery plan needs to be reviewed to ensure that compliance will be realized by the given due date. The engineering department proposes to delay a strategic initiative to free up some resources for the compliance project.

What should the PMO manager do first?

- A. Give advice to the portfolio board to outsource the compliance project so the benefits delivery plan will not be affected.
- B. Propose the change to the portfolio board in order to get the new benefits delivery plan approved.
- C. Evaluate the portfolio and check how the benefits delivery plan can be optimized.
- **D. Assess the impact of the proposed change on the benefits delivery plan.**

**Answer: D**

Explanation:

In portfolio management, changes in project priorities or timelines require a structured impact assessment before approval or implementation. The PMO manager's first responsibility is to analyze how delaying a strategic initiative affects the overall benefits delivery plan. This ensures an informed decision that considers potential risks, benefits, and trade-offs.

According to PMI-PMOCP guidelines, assessing impacts early in the change control process supports governance and strategic alignment, ensuring that adjustments optimize portfolio value while maintaining compliance. This assessment provides the portfolio board with necessary data to decide on the proposed change rather than rushing into approvals (option B) or prescriptive advice (option C). Evaluating optimization (option D) is a broader step that follows impact analysis.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Portfolio Lifecycle Management and Change Control.

#### **NEW QUESTION # 104**

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