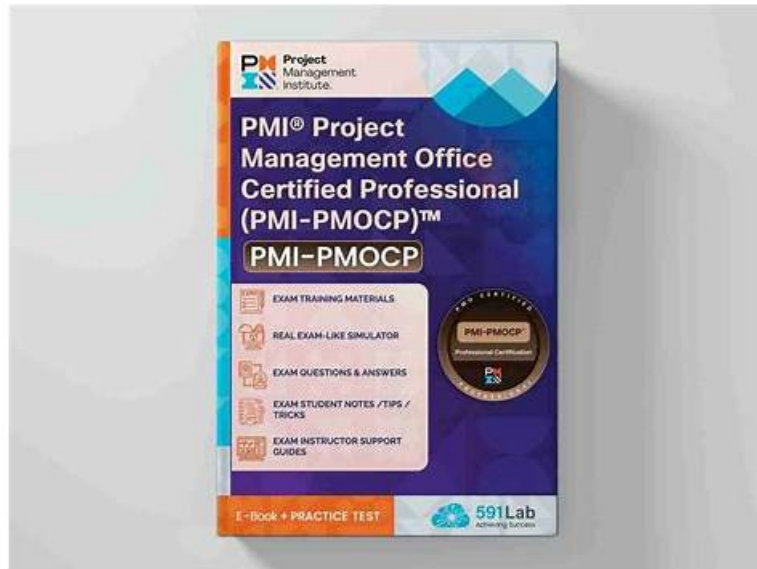


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PMI Project Management Office Certified Professional Sample Questions (Q83-Q88):

NEW QUESTION # 83

The PMO at an expanding healthcare organization has been tasked with enhancing the organization's project management practices to achieve higher efficiency and better outcomes. To achieve this, the first step is to perform a gap analysis to evaluate the current state of project management maturity. This analysis will help PMO understand the existing capabilities, identify gaps compared to

industry standards, and highlight areas needing improvement. Based on the results, the aim is to create a targeted improvement plan to elevate the organization's project management maturity level.

What is the primary purpose of conducting a gap analysis in the context of evaluating and progressing organizational project management capability?

- A. To justify the need for additional project management software tools that conduct gap analysis and maturity levels.
- B. To reassign project managers based on their individual skill sets, maturity, and performance levels.
- **C. To identify gaps between current project management practices and desired maturity levels, and develop targeted improvement plans.**
- D. To benchmark project performance and maturity levels against other organizations in the same industry.

Answer: C

Explanation:

Gap analysis is a foundational strategic alignment tool within PMO practice. According to the PMI-PMOCP framework, the purpose of gap analysis is to compare the organization's current project management maturity and capabilities against desired or industry-standard maturity models. This comparison identifies specific deficiencies or gaps in processes, skills, tools, or governance. The output of the gap analysis informs a targeted improvement plan designed to address these gaps effectively, thereby progressing the organization's maturity in a structured and measurable manner. This aligns project management capabilities with organizational strategy and goals, ensuring the PMO delivers greater value and effectiveness.

The exercise is not primarily focused on acquiring new software (option A), benchmarking (option C), or reassigning personnel (option D), although these may be byproducts or related activities. The core intent is the identification of improvement areas to create a roadmap for advancing project management maturity, which leads to better project outcomes and strategic alignment.

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 # 84

A PMO professional has been assigned to create a skills matrix to ensure effective PMO resource allocation.

What action should the PMO professional take to complete this task?

- A. Collaborate with the PMO team to gather input to develop the skills matrix based on their insights.
- B. Consult the latest industry practices and benchmarking reports to guide the skills matrix development.
- **C. Map PMO team members' skills and abilities against the established competency framework.**
- D. Discuss with talent recruiters and industry experts to shape the skills matrix through their recommendations.

Answer: C

Explanation:

Creating a skills matrix requires mapping individual team members' current skills against a defined competency framework to identify strengths and gaps. This approach ensures alignment with organizational needs and informs targeted development and resource allocation.

Consulting external practices (Option A), gathering team input (Option B), or discussing with recruiters (Option D) are useful but secondary steps supporting the core mapping activity.

PMI-PMOCP Lifecycle Management underlines competency framework alignment as best practice in skills management.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

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

NEW QUESTION # 85

During the last portfolio steering meeting, business representatives complained about the sudden unavailability of some critical resources for a project with very high visibility and importance. The PMO leader was not informed of this risk by the project manager.

Which action should the PMO leader take to avoid similar situations in the future?

- A. Schedule regular meetings with all of the project managers.
- **B. Review the processes identified as critical with the project managers.**
- C. Facilitate the adoption of risk management practices by project managers.
- D. Identify the skills the project managers need additional training in.

Answer: B

Explanation:

The PMO leader's role includes ensuring critical processes related to risk identification and escalation are clear and consistently followed. PMI-PMOCP highlights the importance of reviewing and reinforcing critical processes with project managers to prevent communication breakdowns and risk management failures. By reviewing these processes, the PMO leader ensures project managers understand their responsibilities for timely risk reporting and escalation.

While scheduling meetings (option B) and facilitating risk management adoption (option D) are supportive measures, the root cause often lies in process clarity and adherence. Identifying skills gaps (option C) can help but may not directly address process awareness. Strengthening critical processes mitigates risks effectively and improves governance transparency.

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

NEW QUESTION # 86

A PMO professional has been tasked with architecting a long-term PMO strategy to ensure value delivery to its customers over time. Some PMO services will generate immediately perceptible outcomes, while others may only show tangible benefits in the medium or long term. Additionally, PMO customer perceptions of value are expected to evolve as organizational priorities shift. Which approach should the PMO professional take to establish a value-driven PMO strategy that remains relevant over time?

- A. Focus only on services that deliver immediate, short-term outcomes to quickly demonstrate the PMO's value to PMO customers.
- **B. Establish a value journey by prioritizing services that can generate short-term wins while planning for mid- and long-term outcomes, and regularly reassess PMO customer perceptions of value.**
- C. Develop a fixed portfolio of services, ensuring that all services are delivered consistently without adjustments, regardless of changes in PMO customer needs over time.
- D. Concentrate on long-term services that deliver significant value after several years, ignoring immediate outcomes to avoid distractions from larger goals.

Answer: B

Explanation:

The best approach is to create a balanced value journey that prioritizes early, visible wins while planning for longer-term outcomes. Regularly reassessing customer perceptions ensures the strategy evolves with shifting organizational priorities.

Focusing only on long-term (Option A) or short-term (Option C) outcomes risks missing critical value opportunities. A fixed service portfolio (Option D) ignores evolving customer needs.

PMI-PMOCP Strategic Alignment highlights adaptive, phased value delivery as a best practice.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Planning PMI PMO Value Ring, Value Delivery

NEW QUESTION # 87

A PMO professional is leading a new PMO that aims to enhance organizational PMO maturity. When the PMO professional presents the roadmap to the board of directors, one of the executives says that no resources are available to work with the PMO. What should the PMO professional do to avoid this situation in the future?

- **A. Engage with key stakeholders during planning to evaluate the project resources.**
- B. Invite the executive to engage with the board to understand the resource requirements.
- C. Assess previous project plans to calculate the number of resources required.
- D. Include a management reserve in the plan to recruit resources when needed.

Answer: A

Explanation:

To avoid resource constraints, the PMO professional should engage with key stakeholders early during planning to assess and secure necessary resources. PMI-PMOCP emphasizes stakeholder involvement to identify realistic resource availability, negotiate commitments, and align expectations.

Inviting executives to engage (option A) or including management reserves (option C) may help but do not replace upfront stakeholder collaboration. Assessing past plans (option D) provides data but lacks stakeholder negotiation, which is critical for resource allocation.

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

NEW QUESTION # 88

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