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PMI Project Management Office Certified Professional Sample Questions (Q95-Q100):

NEW QUESTION # 95

A PMO professional has been hired to establish a PMO within an organization. However, upon starting, they discovered that a PMO had already been implemented a few years ago but was shut down due to its failure to generate perceived value at the executive level.

What approach should the PMO professional take when beginning this task?

- A. Adopt a well-known PMO framework from a leading publication to ensure a structured approach and avoid past mistakes.
- B. Concentrate on delivering short-term wins and minimize the time spent analyzing the reasons for the previous PMO's failure.
- C. Prioritize selecting industry-recognized tools and methodologies to demonstrate the value of the PMO quickly.
- D. **Investigate the root causes of the previous PMO's failure and identify any residual resistance that might affect the new initiative.**

Answer: D

Explanation:

Before designing or implementing a new PMO, it is essential to investigate the root causes of the previous PMO's failure and understand any cultural or organizational resistance. This ensures that the new PMO addresses fundamental issues rather than repeating past mistakes.

Focusing solely on quick wins (Option A) without diagnosis risks superficial fixes. Adopting frameworks (Option C) or tools (Option D) without contextual understanding may miss critical factors that contributed to failure.

PMI-PMOCP stresses the importance of organizational diagnosis and stakeholder analysis as foundational steps for sustainable PMO success.

References:

PMI-PMOCPEXAM Content Outline, Strategic Alignment Domain

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

NEW QUESTION # 96

In an organization, the executives focus mainly on project operational deliverables. How should the PMO professional support the executives in fostering a business-value-driven perspective?

- A. **Implement a benefits realization management process.**
- B. Transition from a PMO into a value management office (VMO).
- C. Promote awareness of using an efficiency approach for the management of the organization's projects.
- D. Support portfolio management by establishing connections among deliverables and expected outcomes.

Answer: A

Explanation:

Implementing a benefits realization management process is key to shifting the focus from operational deliverables to business value. This process tracks and ensures that projects deliver tangible, measurable benefits aligned with strategic goals.

Promoting efficiency (Option A) is important but does not explicitly connect deliverables to business value.

Transitioning to a VMO (Option B) is a structural change that may not be feasible. Supporting portfolio management (Option D) helps but benefits realization provides a direct mechanism.

PMI-PMOCP Strategic Alignment domain highlights benefits realization as a critical enabler of value-focused project governance.

References:

PMI-PMOCPEXAM Content Outline, Strategic Alignment Domain

PMI Practice Standard for Benefits Realization Management (2019)

PMI PMO Value Ring, Value Management

NEW QUESTION # 97

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. 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.

- B. Focus only on developing the competencies related to the PMO's most commonly used services, ensuring efficiency in training and the reduction of costs.
- 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. **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.**

Answer: D

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 # 98

A PMO has been working for the past 3 years and generates moderate perceived value for senior management. The company's senior management is concerned with the lack of direction and the reactive working style that the PMO follows.

How should the PMO professional work with senior management to increase the PMO's perceived value?

- A. Ask the project managers to provide a performance report to senior management.
- B. Collect senior management's concerns regularly and address them with the project managers.
- C. **Create regular touch points with senior management to review and evolve the PMO's strategic roadmap.**
- D. Provide training and project competency development to project managers.

Answer: C

Explanation:

Increasing the PMO's perceived value requires active collaboration with senior management to co-create and evolve a strategic roadmap for the PMO. Creating regular touch points (Option B) ensures ongoing alignment of PMO activities with executive priorities, enables proactive adjustment to changing needs, and fosters trust and engagement.

Simply collecting concerns without structured strategic reviews (Option A) is reactive and less effective.

Training project managers (Option C) and requesting performance reports (Option D) contribute to execution but do not address the strategic direction or perception issue at the senior level.

PMI-PMOCP highlights the importance of strategic engagement and transparent communication to enhance the PMO's role and value.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Roadmapping and Stakeholder Engagement PMI PMO Value Ring, Strategic Communication

NEW QUESTION # 99

An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term. Which action should the PMO professional take to ensure efficient delivery?

- A. Educate customers on service-level agreements (SLAs) for each service.
- B. **Prioritize and assign service requests based on their strategic impact.**
- C. Allocate PMO resources to incoming requests based on their experience.
- D. Escalate the issue to the executive team and request additional resources.

Answer: B

Explanation:

The PMI-PMOCP Lifecycle Management domain guides PMOs to prioritize resources and services based on strategic impact, ensuring that limited capacity is allocated to initiatives that deliver the highest organizational value.

Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option B) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.

This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

NEW QUESTION # 100

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