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## PMI Project Management Office Certified Professional Sample Questions (Q82-Q87):

### NEW QUESTION # 82

A PMO professional is establishing a new PMO and needs to determine the optimal team composition to effectively deliver the planned PMO services. The PMO professional needs to consider both the number of team members required and the necessary skills and competencies to ensure successful PMO operation.

What should the PMO professional focus on to achieve this goal?

- A. Implement a phased approach, starting with a small core team and gradually expanding as the PMO's responsibilities and workload increase.
- B. Adopt a competency model that addresses the capabilities needed and then assess the number of potential team members against that model.
- C. Perform a workload analysis to estimate the effort required for each PMO function and determine the corresponding headcount needs.
- D. Conduct a benchmarking study to analyze the team structures and competency profiles of successful PMOs in other organizations.

**Answer: B**

Explanation:

To ensure the PMO team is optimally composed, the PMO professional should adopt a competency model that defines the skills and capabilities required for each PMO function, then assess and recruit team members against this model. PMI-PMOCP stresses competency-based staffing to align capabilities with service delivery requirements effectively.

Workload analysis (option B) supports headcount determination but does not ensure the right skills. Phased approaches (option A) and benchmarking (option D) are useful but secondary to establishing required competencies upfront.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Human Capital and PMO Establishment.

### NEW QUESTION # 83

A new portfolio management tool was introduced as the organization took on more projects. A few months later, the PMO professional observes that the organization is paying for more functionality than the project teams are using.

What should the PMO professional do first?

- A. Arrange additional training sessions to ensure the adoption of all features.
- B. Survey end users to understand the tool's usage patterns.
- C. Schedule weekly reviews of tool usage and remove unnecessary functionalities.
- D. Review the tool specification to ensure it fits the initial user requirements.

**Answer: B**

Explanation:

Understanding actual tool usage patterns via end-user surveys is critical before making decisions about training, feature removal, or specification review. This approach gathers data to diagnose adoption barriers or misalignments.

Training (Option A), reviews (Option B), and specification checks (Option C) are appropriate later but depend on understanding user behavior.

PMI-PMOCP Lifecycle Management recommends data-driven analysis to optimize tool deployment.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Tools and Technology PMI PMO Value Ring, Technology Adoption

### NEW QUESTION # 84

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

**Answer: D**

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 # 85**

Which primary strategy should the PMO professional adopt to effectively oversee an organization's portfolio to drive value creation, innovation, and competitive advantage?

- A. Check that all projects adhere to strict timelines and budgets.
- B. Suggest that senior leadership modify the strategic objectives and key performance indicators (KPIs).
- **C. Ensure that the projects align with organizational strategic objectives.**
- D. Conduct annual audits to assess project performance and compliance.

**Answer: C**

Explanation:

The core purpose of portfolio management within the Strategic Alignment domain is to ensure project investments are aligned with organizational strategic objectives. This alignment drives value creation, supports innovation, and sustains competitive advantage. While audits (Option A), monitoring timelines and budgets (Option C), and leadership involvement (Option D) are important, the foundational strategy is to maintain strategic alignment so that resources are allocated to initiatives with the greatest impact.

PMI-PMOCP guidelines emphasize strategic alignment as the primary mechanism to maximize portfolio value and organizational success.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

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

**NEW QUESTION # 86**

A PMO was set up in a large organization with a highly skilled PMO professional appointed to lead it. The sponsor agreed to give the PMO professional all the necessary resources from the beginning. The PMO professional and team immediately progressed with the implementation of accepted project management methodologies and internationally recognized practices and tools. At the end of the year, executive leadership raised concerns about the PMO's performance.

What should the PMO professional have considered during the service catalog development?

- A. The PMO professional should have surveyed the portfolio, program, and project managers because they are the ones using the methodologies and tools.
- **B. The PMO professional should have identified the needs of all of the customer groups and adapted the service catalog based on their pain points and expectations.**
- C. The PMO professional should have interviewed other members of the executive leadership team and not just the PMO sponsor.
- D. The PMO professional should have benchmarked against the experience of successful PMOs from other organizations.

**Answer: B**

Explanation:

Effective service catalog development requires a comprehensive understanding of all PMO customer groups and their unique needs. PMI-PMOCP highlights that adapting services to customer pain points and expectations ensures relevance, adoption, and value delivery. This broad stakeholder engagement avoids disconnect between PMO offerings and organizational requirements.

Interviewing only executives (option A), benchmarking (option B), or surveying just project managers (option C) are insufficient alone. Identifying diverse customer needs holistically is critical to service effectiveness.

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

## NEW QUESTION # 87

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