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PMI Project Management Office Certified Professional Sample Questions (Q86-Q91):

NEW QUESTION # 86
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. Adopt a competency model that addresses the capabilities needed and then assess the number of potential team members against that model.
- B. Conduct a benchmarking study to analyze the team structures and competency profiles of successful PMOs in other organizations.
- C. Implement a phased approach, starting with a small core team and gradually expanding as the PMO's responsibilities and workload increase.
- D. Perform a workload analysis to estimate the effort required for each PMO function and determine the corresponding headcount needs.

Answer: A

Explanation:
To ensure the PMO team is optimally composed, the PMO professional shouldadopt 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 # 87
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. Support portfolio management by establishing connections among deliverables and expected outcomes.
- D. Promote awareness of using an efficiency approach for the management of the organization's projects.

Answer: A

Explanation:
Implementing abenefits realization management processis 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 # 88

Two years ago, a software company implemented an agile culture and adopted Scrum as a framework for product development. During those 2 years, the company's senior management struggled with the link between the product value generated and the business objectives.
What should the PMO professional do to bridge this gap?

- A. Provide a report with agile team metrics, including velocity and burn charts.
- B. Advise the board to move to a hybrid approach for its product development.
- C. Create a benefits map for the company's initiatives and products.
- D. Develop a dashboard to show the product portfolio's progress.

Answer: C

Explanation:
Creating abenefits mapconnects products and initiatives to strategic business objectives, visually illustrating how agile deliveries contribute to organizational goals. PMI-PMOCP highlights benefits mapping as a key tool to clarify value realization, improve stakeholder understanding, and enhance alignment between agile teams and executive management.
Dashboards (option A) and reports on agile metrics (option D) provide progress data but may not clarify strategic value linkage.
Advising a hybrid approach (option B) addresses methodology but not the value alignment challenge.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Benefits Management.

NEW QUESTION # 89
A PMO was recently established to support the organization's new strategy following a global restructuring process.
Which two actions should the PMO leader take to effectively identify the expectations of PMO customers?
(Choose 2)

- A. Survey all employees to gather general feedback on the PMO's role and impact on the organization.
- B. Conduct one-on-one interviews with C-suite executives to understand their strategic goals and how the PMO can support achieving them.
- C. Review existing PMO guidelines and processes to ensure alignment with assumed customers' needs.
- D. Establish a feedback loop with PMO customers to continuously gather insights on how the PMO can better support their needs.
- E. Analyze past performance reports of the company's projects to create a catalog of services for the PMO.

Answer: B,D

Explanation:
Effectively identifying PMO customer expectations requiresdirect engagement with key stakeholders.
Establishing continuous feedback loops (Option C) promotes ongoing communication and responsiveness.
Conducting one-on-one interviews with executives (Option D) ensures strategic alignment and understanding of top-level goals.
Reviewing guidelines or past reports (Options A and B) provides context but does not substitute for direct stakeholder input.
Surveying all employees (Option E) is broad and less focused on PMO customers.
PMI-PMOCP Governance emphasizes stakeholder engagement and feedback as foundational for service alignment.
References:
PMI-PMOCPExam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), Stakeholder Engagement PMI PMO Value Ring, Customer Centricity

NEW QUESTION # 90
Last year, a company established a new PMO to enhance the management of its customer projects. After 1 year, the CFO is dissatisfied with the perceived lack of value in the PMO's periodic reports, and the CIO has raised concerns about the PMO staff's insufficient IT competencies.
What should a PMO professional recommend to the company's CEO to address these concerns?

- A. Suggest that the PMO manager train the PMO resources on cloud platforms and master new software development practices.
- B. Suggest organizing a meeting with the PMO manager to discuss the feedback from senior executives and determine the next steps.
- C. Ask the PMO manager to assess the needs and expectations of senior executives and remodel the PMO processes and

competencies consequently.

- D. Ask the PMO manager to meet with the CFO and rework the content of the periodical reports.

Answer: C

Explanation:
According to the PMI-PMOCP Strategic Alignment domain, PMOs mustcontinuously align their services, processes, and competencies with organizational needs and senior executive expectations. Dissatisfaction from the CFO and CIO reflects a misalignment between the PMO's outputs and stakeholder needs.
The best approach is for the PMO manager toconduct a thorough assessment of senior executive expectations and needs, then adjust the PMO's processes and staff competencies accordingly to deliver measurable value. This may include reworking reporting content, improving technical skills, and adapting PMO functions to better support strategic objectives.
Options A and B are more reactive and limited to communication or reporting improvements without addressing underlying process and competency gaps. Option D, while related to IT skills, is too narrow and tactical without considering broader strategic realignment.
PMI standards emphasizeongoing stakeholder engagement and adaptive PMO capability buildingto maintain relevance and value delivery.
References:
PMI-PMOCPExam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Project Management Offices (2013), Strategic Alignment and Capability Sections PMI PMO Value Ring, Continuous Improvement and Stakeholder Alignment

NEW QUESTION # 91
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