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### PMI Project Management Office Certified Professional Sample Questions (Q76-Q81):

#### NEW QUESTION # 76

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

**Answer: A**

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 # 77

In recent months, a company was contracted to deliver several projects requiring specialist technical resources. Several clients have begun to complain about the limited availability of the specialist technical resources, which will impact their project timelines.

What should the PMO professional do to help solve the problem?

- A. Invite project managers to hire additional skilled resources to face the high number of simultaneously running projects.
- B. Support delivery managers and sales representatives in managing relationships with clients.
- C. Request that the sales representatives review the contracts and deadlines that the company has taken responsibility for.
- **D. Suggest the centralization of project resource management and align the project plans to their availability.**

**Answer: D**

Explanation:

Centralizing resource management (Option B) allows the organization to optimize allocation of scarce specialist resources across projects, improving visibility, prioritization, and alignment with resource availability.

Reviewing contracts (Option A) or asking PMs to hire additional resources (Option C) does not address systemic allocation issues.

Supporting client relationships (Option D) is important but secondary.

PMI-PMOCP Lifecycle Management highlights centralized resource coordination as essential in managing specialist resource constraints.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Resource Management PMI PMO Value Ring, Resource Optimization

### NEW QUESTION # 78

A PMO professional is supporting project managers who are engaged in launching a new advertising campaign for a marketing agency. One of the project managers seeks guidance on effectively managing the stakeholders to ensure project success and client satisfaction.

What should the PMO professional do?

- **A. Maintain multiple lines of communication with all stakeholders to gather feedback, address concerns, and develop solutions.**
- B. Tailor communications to the stakeholders who are directly impacted by the project outcomes.
- C. Prioritize communication efficiency by limiting communication to weekly stakeholder surveys focused on stakeholders' concerns.
- D. Keep communication with stakeholders at a high level to avoid overwhelming them with too many project details.

**Answer: A**

Explanation:

Effective stakeholder management requires active engagement, open communication, and responsiveness.

PMI-PMOCP underscores the importance of maintaining multiple communication channels to ensure stakeholders are heard, concerns are addressed promptly, and collaborative solutions are developed. This approach builds trust, manages expectations, and supports project success.

Tailoring communication (option A) is important but should not limit interaction only to directly impacted stakeholders. High-level communication (option B) or limiting communications to surveys (option C) risks missing critical feedback and decreases engagement. Multiple communication lines enable dynamic, adaptive stakeholder management.

Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-

### NEW QUESTION # 79

A PMO professional uses a project portfolio performance dashboard designed using PMO standard metrics.

The PMO professional discovers that the lab team is using its own metrics. The lab team's project manager explains that the PMO standard metrics are not meaningful to their team.

How should the PMO professional ensure that the PMO standard metrics are captured, while allowing flexibility for the lab team?

- A. Redesign the PMO project portfolio performance dashboard including a special section displaying the lab team's specific metrics.
- B. Request the lab team's project manager to stop collecting any lab-team-specific metrics and only report the PMO standard metrics.
- C. Understand the gaps between the PMO standard metrics and the lab team's metrics and adapt the data collection to ensure that all valuable metrics are reported.
- D. Allow the lab team's project manager to continue collecting metrics that are meaningful to their team, having them report "N/A" in place of the PMO standard metrics.

**Answer: C**

Explanation:

In governance and performance reporting, the PMO must maintain standard metrics to ensure consistency, comparability, and alignment across the portfolio. However, a successful PMO also recognizes the unique needs of individual teams and projects, balancing standardization with flexibility. The PMI-PMOCP framework emphasizes that PMOs should work collaboratively with project teams to understand their specific requirements and challenges.

By understanding the gaps between the PMO standard metrics and the lab team's metrics, the PMO professional can adapt data collection methods to include both standard and team-specific metrics. This approach ensures that key portfolio-wide data remains consistent for leadership while allowing the lab team to track and report on metrics that directly support their work and add meaningful insight. Such an adaptive approach increases stakeholder engagement, improves data quality, and promotes transparency.

Simply enforcing rigid standards (option B) or ignoring PMO metrics (option C) risks losing valuable oversight or data consistency. Meanwhile, redesigning the entire dashboard (option D) without a needs analysis may lead to unnecessary complexity. PMI-PMOCP guidelines advocate for a collaborative, value-driven approach in metric standardization and customization.

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

### NEW QUESTION # 80

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

**Answer: D**

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 # 81

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