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PMI Project Management Office Certified Professional Sample Questions (Q79-Q84):

NEW QUESTION # 79
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. Suggest the centralization of project resource management and align the project plans to their availability.
- C. Support delivery managers and sales representatives in managing relationships with clients.
- D. Request that the sales representatives review the contracts and deadlines that the company has taken responsibility for.

Answer: B

Explanation:
Centralizing resource management (Option B) allows the organization tooptimize 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-PMOCPExam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Resource Management PMI PMO Value Ring, Resource Optimization

NEW QUESTION # 80
A PMO professional created a formal PMO charter including the PMO's roles and responsibilities.
What should the PMO professional do to ensure that the charter remains relevant in the organization?

- A. Have the PMO charter approved by key PMO customers so that they are engaged in the process.
- B. Review the PMO's services regularly as defined in the PMO charter.
- C. Create a framework to regularly review and update the PMO mandate and its relevance.
- D. Seek feedback from PMO customers about the PMO charter to ensure it fulfills their expectations.

Answer: C

Explanation:
To keep the PMO charter relevant, PMI-PMOCP recommendsestablishing a formal framework for periodic review and updates.
This ensures the PMO mandate, roles, and responsibilities evolve alongside organizational changes, strategic shifts, and stakeholder expectations.
While reviewing services (option A), seeking feedback (option C), and getting approval (option D) are important, a structured framework guarantees systematic governance of the charter, preventing it from becoming outdated or misaligned.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on PMO Governance and Strategic Alignment.

NEW QUESTION # 81
A PMO professional recently joined an established PMO with a customer feedback system in place. However, the feedback has not been systematically analyzed or used to drive improvements in service delivery. The PMO services align with standard methodologies, but PMO customers feel their evolving needs are not being adequately met.
What should the PMO professional do to ensure the feedback system is effectively utilized to enhance PMO service delivery?

- A. Implement a process for regularly analyzing feedback and integrating insights into ongoing service improvements, ensuring alignment with customers' needs.
- B. Continue delivering PMO services according to established processes and use the feedback system only for major service redesigns.
- C. Focus on gathering additional metrics from other departments to complement the existing feedback, assuming that this will better inform any future adjustments.
- D. Conduct a one-time review of all feedback received over the past year and make immediate adjustments to the PMO services.

Answer: A

Explanation:
PMI-PMOCP Governance practices emphasize the importance ofcontinuous feedback analysis and integration into service improvement cycles. Regularly analyzing feedback ensures that PMO services remain aligned with evolving customer needs, fostering a proactive approach rather than reactive or ad hoc changes.
Option D supports a structured, ongoing improvement process that increases customer satisfaction and PMO value perception.
Options A and B are either too static or one-off. Option C may provide additional data but risks diluting focus if not systematically integrated.
A mature feedback process is essential for maintaining service relevance and improving stakeholder engagement.

References:
PMI-PMOCPExam Content Outline, Governance Domain
PMI Practice Standard for Project Management Offices (2013), Continuous Improvement and Customer Focus PMI PMO Value
Ring, Feedback and Service Adaptation

NEW QUESTION # 82

A PMO professional is providing strategic guidance to executives and has been tasked with advising the executives on various
aspects of the organization's projects to drive success.
Which two tasks are within the scope of the advisory role for a PMO professional? (Choose 2)

- A. Project management methodologies.
- B. Project manager job descriptions.
- C. Company data and security policy.
- D. Project manager salary benchmarking data.

Answer: A,C

Explanation:
Advisory tasks typically include guidance on project management methodologies(B) and organizational policies such as data and
security(D), ensuring project alignment with best practices and compliance requirements. PMI-PMOCP highlights these areas as
central to the PMO's strategic advisory role.
Salary data (A) and job descriptions (C) are generally HR responsibilities outside PMO advisory scope.
Reference:PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Advisory Roles.

NEW QUESTION # 83

During executive meetings, the leader of a recently established PMO notices that the organization's leaders are worried about falling
revenues during the last quarter and are beginning to look for ways to cut costs. The PMO leader is concerned that the PMO may
be cut.
What should the PMO do to mitigate this risk?

- A. Continue to demonstrate the value of the PMO.
- B. Increase the PMO's value by increasing the services provided by the PMO.
- C. Improve the maturity of the PMO services.
- D. Demonstrate alignment with the organization by reducing the PMO headcount.

Answer: A

Explanation:
The most direct way to mitigate the risk of PMO cuts during cost concerns is to continually demonstrate the PMO's value to the
organization and leadership. Clear communication of benefits, successes, and alignment with strategic goals solidifies the PMO's
importance.
Increasing services (Option B) without strategic focus may add costs. Reducing headcount (Option C) risks reducing capacity and
value. Improving maturity (Option D) is beneficial but less immediate than demonstrating value.
PMI-PMOCP Strategic Alignment stresses ongoing value communication as key to PMO sustainability.
References:
PMI-PMOCPExam Content Outline, Strategic Alignment Domain
PMI Practice Standard for Project Management Offices (2013), Value Demonstration PMI PMO Value Ring, Stakeholder
Management

NEW QUESTION # 84

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