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## PMI Project Management Office Certified Professional Sample Questions (Q67-Q72):

**NEW QUESTION # 67**
A PMO professional is mentoring a project manager who is overseeing a project critical to the organization's strategic goals. The project manager has encountered resistance from a key stakeholder who believes the project's direction might jeopardize their

department's interests. Despite written communication, the stakeholder remains concerned.
What should the PMO professional advise the project manager to do?

- A. Convene a meeting with the stakeholder to better understand their concerns.
- B. Assign a team member to handle the stakeholder and mitigate their objections.
- C. Continue with the project as planned, ignoring the stakeholder's concerns.
- D. Escalate the issue to senior management to override the stakeholder's objections.

**Answer: A**

Explanation:
Direct engagement through a meeting to understand stakeholder concerns is the recommended approach.
PMI-PMOCP stresses active listening and open dialogue as key techniques for resolving resistance, building trust, and finding collaborative solutions that align project and stakeholder interests.
Escalating prematurely (option A) or ignoring concerns (option D) risks damaging relationships and project success. Delegating the issue (option C) may fragment accountability.
Reference: PMI Project Management Office Certified Professional (PMI-PMOCP) Examination Content Outline, PMI 2021. PMI-PMOCP Study Guide, Chapter on Stakeholder Engagement and Conflict Resolution.

**NEW QUESTION # 68**
A PMO professional has been assigned to create a skills matrix to ensure effective PMO resource allocation.
What action should the PMO professional take to complete this task?

- A. Discuss with talent recruiters and industry experts to shape the skills matrix through their recommendations.
- B. Map PMO team members' skills and abilities against the established competency framework.
- C. Collaborate with the PMO team to gather input to develop the skills matrix based on their insights.
- D. Consult the latest industry practices and benchmarking reports to guide the skills matrix development.

**Answer: B**

Explanation:
Creating a skills matrix requires mapping individual team members' current skills against a defined competency framework to identify strengths and gaps. This approach ensures alignment with organizational needs and informs targeted development and resource allocation.
Consulting external practices (Option A), gathering team input (Option B), or discussing with recruiters (Option D) are useful but secondary steps supporting the core mapping activity.
PMI-PMOCP Lifecycle Management underlines competency framework alignment as best practice in skills management.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Talent Management PMI PMO Value Ring, Competency Management

**NEW QUESTION # 69**
A PMO currently serves all investment initiatives within a company and has reached a high level of maturity.
The executive leadership team is enthusiastic about PMO value, and all PMO customers promote its services.
The PMO professional who leads the PMO has received information that the innovation portfolio struggles with its initiatives.
What should the PMO professional do first to support the innovation portfolio?

- A. Demonstrate to the innovation team how the PMO supports effective delivery of investment projects within the organization.
- B. Ask for a mandate from the executive team to support the innovation initiatives.
- C. Meet with the innovation manager and understand their situation to see how the PMO can support them.
- D. Engage with the executive team to assess current strategic initiatives and align services to drive additional value.

**Answer: D**

Explanation:
The first step is to engage with the executive team to assess the status of strategic initiatives and ensure that PMO services are aligned to address challenges and add value. This top-down engagement aligns innovation efforts with organizational priorities and secures

executive support.

Demonstrating support (Option A) or meeting the innovation manager (Option D) are valuable but follow alignment with executive priorities. Requesting a mandate (Option C) may delay action.

PMI-PMOCP Strategic Alignment highlights executive engagement and service realignment as primary levers for portfolio support.

References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Portfolio Alignment PMI PMO Value Ring, Strategic Portfolio Management

## NEW QUESTION # 70

A PMO professional is asked to propose a way to optimize project resource utilization in a newly acquired business unit.

Which action should the PMO professional take to accomplish this task?

- A. Provide training on avoiding multitasking and other productivity enhancements to optimize throughput.
- B. Perform quarterly capacity planning sessions to balance the resource allocation in a timely manner.
- C. Request additional resource allocations from the PMO so it can handle the new business unit.
- D. Review the project utilization targets for the individual contributor roles.

**Answer: B**

Explanation:

Quarterly capacity planning (Option C) enables timely balancing of resource allocation across projects and business units, preventing bottlenecks and ensuring optimal utilization.

Requesting additional resources (Option A) may not be feasible immediately. Training (Option B) and reviewing utilization targets (Option D) support optimization but lack the planning structure to proactively balance demand and capacity.

PMI-PMOCP Lifecycle Management promotes structured capacity planning for effective resource management.

References:

PMI-PMOCPExam Content Outline, Lifecycle Management Domain

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

## NEW QUESTION # 71

An enterprise organization recently initiated a new project. A PMO professional made sure that all pertinent project documentation was prepared and that all project management procedures were carried out in accordance with the accepted practices.

What source should the PMO professional use to identify stakeholders?

- A. The necessary management approaches and measures needed to properly include stakeholders.
- B. The information about the project's stakeholders that is included in the business documentation.
- C. The job descriptions and the amount of experience required for potential stakeholders.
- D. The plan for managing communications to gather information about project stakeholders.

**Answer: D**

Explanation:

Thecommunications management planis the primary source that identifies stakeholders, their information needs, and communication strategies. PMI-PMOCP emphasizes the importance of using this plan to understand who stakeholders are, how to engage them, and tailor communication accordingly.

Job descriptions (option B) or business documentation (option C) may provide limited stakeholder insight but lack engagement and communication context. Management approaches (option D) describe strategies but are not primary identification sources.

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

## NEW QUESTION # 72

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