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## PMI Project Management Office Certified Professional Sample Questions (Q75-Q80):

### NEW QUESTION # 75

A PMO team member who joined the PMO 5 years ago as a junior PMO analyst recently received feedback from customers indicating a lack of initiative in handling daily tasks, leading to a low perception of the PMO's value.

What should the PMO professional leading the PMO do to resolve this issue?

- A. Provide mentoring to the PMO team member to increase their performance.
- B. Find another role for the PMO team member outside the PMO.
- C. Find another role for the PMO team member within the PMO.
- D. Provide training to the PMO member through a training provider.

**Answer: A**

Explanation:

PMI-PMOCP Lifecycle Management encourages mentoring and coaching as the first approach to address performance issues,

especially for experienced team members. Mentoring helps build initiative, confidence, and capability through personalized guidance. Reassigning roles (Options B and D) should be secondary actions after development attempts. Training (Option C) might help but lacks the individualized support mentoring provides.

Effective mentoring fosters a culture of continuous learning and improves the PMO team's overall effectiveness and value.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Talent Development PMI PMO Value Ring, Capability Building and Mentoring

#### NEW QUESTION # 76

A PMO professional joins an existing PMO that displays warning signs that the organization's perception of the PMO's value is deteriorating.

Which step should the PMO professional recommend?

- A. Move the PMO to report to a popular manager within the company and communicate the change to PMO customers.
- B. Switch out some PMO resources to ones with a wider range of core PMO skills and inform PMO customers of the additional skills.
- **C. Highlight the benefits of the PMO effectively, using qualitative and quantitative measures for PMO customers.**
- D. Review and reduce the operating costs of the PMO, highlighting enhanced value for PMO customers.

**Answer: C**

Explanation:

To reverse a deteriorating value perception, the PMO professional should effectively communicate the PMO's benefits using both qualitative stories and quantitative metrics. Demonstrating value in measurable and relatable terms reinforces stakeholder confidence. Reducing costs (Option A) or changing personnel (Option C) are less direct and may not impact perception quickly. Changing reporting lines (Option D) is a structural change that may not address value communication.

PMI-PMOCP Strategic Alignment emphasizes benefits communication as a core step in value restoration.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Value Communication PMI PMO Value Ring, Stakeholder Engagement

#### NEW QUESTION # 77

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

**Answer: D**

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 # 78

The PMO at a large company operating in a highly regulated industry is responsible for defining the project management processes

for the company.

Which action should the PMO Professional take to ensure that the processes are adhered to?

- A. Trust the project teams to follow the processes and comply with the systems.
- **B. Execute regular audits to evaluate adherence to the processes.**
- C. Schedule random meetings to follow up the process deliverables.
- D. Occasionally follow up the process deliverables of the most important projects.

**Answer: B**

Explanation:

In regulated environments, regular audits are essential to ensure compliance with established project management processes and standards. PMI-PMOCP highlights audits as a key governance tool that verifies adherence, identifies deviations, and enforces accountability.

Relying on trust (option C), occasional follow-ups (option D), or random meetings (option B) lacks the rigor required for regulatory compliance and risks gaps in governance.

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

### NEW QUESTION # 79

As part of a merger between two companies, a PMO professional consultant is hired to conduct an organizational project management (OPM) maturity assessment. The consultant must evaluate how well each organization manages portfolios, programs, and projects, and how their processes align with organizational objectives.

What should the PMO professional consultant do first?

- **A. Conduct a comprehensive assessment using an established OPM maturity model to identify gaps and opportunities for improvement.**
- B. Evaluate how well each organization tracks project performance data to measure maturity across the portfolios.
- C. Meet with the executive team to determine how project success is measured and reported at the strategic level.
- D. Interview the PMO team members to understand their challenges when adopting new tools and methodologies.

**Answer: A**

Explanation:

The consultant should begin with a comprehensive maturity assessment using a recognized OPM maturity model. This holistic assessment identifies gaps, strengths, and opportunities across portfolios, programs, and projects, forming a basis for improvement planning.

Data tracking (Option B), interviewing team members (Option C), and meeting executives (Option D) are important but follow a formal assessment framework.

PMI-PMOCP Strategic Alignment stresses structured maturity assessments as foundational in organizational change.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Organizational Project Management (2014)

PMI PMO Value Ring, Maturity Assessment

### NEW QUESTION # 80

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