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PMI Project Management Office Certified Professional Sample Questions (Q35-Q40):

NEW QUESTION # 35

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 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 # 36

A PMO professional receives feedback from project managers indicating that they are not able to secure the necessary project delivery teams in a timely manner.

How should the PMO professional address this issue to improve resource management across projects?

- A. Implement a strict resource allocation policy to ensure equitable distribution of resources among projects.
- B. Delegate resource management responsibilities to individual project managers to maintain autonomy.
- C. Hire additional project managers to meet the demands of all projects simultaneously.
- **D. Develop a centralized resource management system that provides visibility into resource availability and allocation.**

Answer: D

Explanation:

The most effective way to address resource allocation challenges is to implement a centralized resource management system that gives visibility into resource availability, skills, and allocation across projects. This system enables proactive planning, conflict resolution, and optimized resource use.

Delegating resource management to individual project managers (Option B) can perpetuate silos and inefficiencies. Strict policies (Option C) may lack flexibility and fail to consider strategic priorities. Hiring more project managers (Option D) addresses capacity but not visibility or coordination issues.

PMI-PMOCP Lifecycle Management domain highlights centralized resource systems as key to efficient resource utilization and portfolio success.

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 # 37

A newly appointed PMO professional has been tasked with developing an organizational project management (OPM) competency framework to improve project management across the organization. The goal is to ensure alignment with both industry standards and specific organizational needs.

What should the PMO professional do first?

- A. Create a list of competencies based on the organization's past project successes.
- B. Analyze the project management skills of the current team and develop a framework around their existing competencies.
- C. Focus the competency framework on senior project managers, as they will have the most impact on the organization's

success.

- **D. Research industry standards and good practices, then adapt them to address the organization's unique challenges.**

Answer: D

Explanation:

The best starting point is to research recognized industry standards and best practices to ensure the competency framework is grounded in proven models. From there, the PMO professional should customize the framework to meet the organization's unique challenges and strategic objectives.

Building the framework solely on current team skills (Option A) or past successes (Option B) risks limiting growth and failing to address emerging needs. Focusing only on senior project managers (Option D) excludes broader organizational impact. PMI-PMOCP Lifecycle Management emphasizes benchmarking external standards as a foundational step in competency framework development.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Talent Triangle and Competency Frameworks

PMI PMO Value Ring, Talent Development

NEW QUESTION # 38

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

Answer: D

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 # 39

A PMO professional is responsible for supporting programs and projects at a government organization. The PMO professional has been tasked with providing project management tools and information systems that will enable the organization's project managers to achieve their goals effectively.

Which two actions should the PMO professional take? (Choose 2)

- A. Enhance the organization's project management tools and information systems to meet the specific needs of the project managers.
- **B. Meet with the project managers to understand their needs and any gaps in using project management tools and information systems.**
- **C. Adapt the project management tools and information systems to be compliant with government regulations.**
- D. Provide the project managers with a list of project management tools and information systems in the market and have them pick.

Answer: B,C

Explanation:

Ensuring the tools comply with government regulations (Option A) is non-negotiable due to the regulatory environment. Engaging with project managers to understand their practical needs and gaps (Option B) ensures that the tools support real-world work effectively.

Simply providing a market list (Option C) risks lack of standardization and confusion. Enhancing tools (Option D) is appropriate but should be based on user needs identified through direct engagement.

PMI-PMOCP Lifecycle Management domain underscores regulatory compliance and user-centric tool adaptation as critical success factors.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Tools and Information Systems PMI PMO Value Ring, Technology and User Enablement

NEW QUESTION # 40

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