

PMI PMI-PMOCP新版題庫上線 - PMI-PMOCP最新題庫



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PMI-PMOCP最新題庫，PMI-PMOCP學習資料

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最新的 PMI Certification PMI-PMOCP 免費考試真題 (Q10-Q15):

問題 #10

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. Escalate the issue to senior management to override the stakeholder's objections.

- D. Continue with the project as planned, ignoring the stakeholder's concerns.

答案： A

解題說明：

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.

問題 #11

An enterprise PMO (EPMO) is working with different countries to staff project managers across the organization. Customers are providing feedback stating that the staffing is taking more time than expected when compared to the deadlines agreed upon with the customer.

Which two key performance indicators (KPIs) should the PMO professional monitor for this PMO service?

(Choose 2)

- A. The percentage of project manager roles filled within the deadline.
- B. The retention of project managers in their roles on the assigned projects.
- C. The Net Promoter Score (NPS) related to general customer satisfaction.
- D. The number of days taken on average to formally finalize customer requests.
- E. The average time needed to recruit project managers for the customer.

答案： A,E

解題說明：

To address staffing timeliness, the PMO should monitor the average recruitment time (B) and the percentage of roles filled within the agreed deadlines (E). PMI-PMOCP stresses these metrics as direct indicators of staffing service performance and customer satisfaction related to timeliness.

Other KPIs like NPS (A) or retention (D) provide additional insight but are less relevant to staffing cycle time issues.

Reference: PMI-PMOCP Study Guide, Chapter on PMO Service Performance Measurement.

問題 #12

A PMO professional received feedback from the project managers indicating that the project management software is not user friendly and fails to support their work. Which action should the PMO professional take to address this concern?

- A. Identify appropriate software training for the project managers.
- B. Meet with the software developers to address the software complaints.
- C. Schedule feedback meetings with the project managers to discuss the complaints.
- D. Escalate the issue to the project sponsor to reinforce compliance.

答案： C

解題說明：

Within the Governance domain of PMI-PMOCP, addressing tool-related issues requires active stakeholder engagement and open communication. Scheduling feedback meetings with project managers (Option C) allows the PMO professional to gather detailed, actionable information about specific usability challenges, prioritize them, and then coordinate solutions.

Jumping directly to training (Option A) might miss underlying issues with the software itself. Meeting with developers (Option B) without clear user input can lead to unfocused fixes. Escalating (Option D) prematurely risks damaging trust and does not solve the root problem.

PMI guidance highlights the importance of facilitating two-way communication and incorporating user feedback as a foundation of effective governance and continuous improvement.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Governance and Stakeholder Engagement Sections
PMI PMO Value Ring, Feedback and Continuous Improvement

問題 #13

A junior team member is assigned to a project that uses a unique, in-house methodology. What should the PMO professional do to ensure the junior team member is productive within the shortest possible time?

- A. Assign a more senior team member to mentor and guide the junior team member.
- B. Schedule a refresher training on the methodology for all project team members.
- C. Provide the junior team member with the methodology study guide for self-study.
- D. Monitor the performance of the junior team member and provide training when required.

答案： A

解題說明：

Assigning a mentor to a junior team member accelerates learning and integration, especially with unique or complex methodologies. PMI-PMOCP recognizes mentoring as an effective knowledge transfer and support mechanism, fostering quicker adaptation and improved performance.

While monitoring (option A) and training (option D) are useful, mentorship provides continuous, contextual guidance. Self-study (option B) alone may be insufficient for rapid proficiency.

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

問題 #14

A construction company is undertaking a large-scale infrastructure project to build a new highway network connecting major cities. The project involves multiple phases, including planning, design, construction, and maintenance. A PMO professional has been tasked with supporting the project manager to ensure the successful completion of the project.

What should the PMO professional do to help the project manager overcome the challenges with this project?

- A. Assess the needs of the project manager as a PMO customer in the project to define a valuable set of PMO services to offer.
- B. Implement firm project management methodologies and processes to standardize project execution and control.
- C. Assign additional resources to projects based on project managers' requests to alleviate workload pressures.
- D. Minimize communication with the project manager to avoid micromanagement and encourage autonomy.

答案： A

解題說明：

The role of the PMO professional, as defined in the PMI Project Management Office Certified Professional (PMI-PMOCP) framework, is primarily to act as a strategic partner and customer-centric service provider to the project manager and the project team. To effectively support the project manager, the PMO professional must first assess and understand the specific needs and challenges faced by the project manager. This assessment allows the PMO to tailor and offer the most relevant and valuable PMO services—whether that involves governance support, resource management, reporting, risk facilitation, or process guidance. Simply assigning resources or enforcing rigid methodologies without this needs analysis may not effectively address the unique challenges of the project or the project manager's current context. Furthermore, reducing communication contradicts the PMO's function to enhance collaboration and provide timely assistance.

According to PMI-PMOCP guidance (PMI, 2021), successful PMO engagement is rooted in understanding the "customer" (project manager) and delivering value-added services aligned with project needs and organizational objectives. This customer-centric approach strengthens governance, optimizes resource utilization, and enhances project delivery success across complex, multi-phased projects like large infrastructure developments.

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

問題 #15

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