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PMI PMI-PMOCP Exam Syllabus Topics:

Section	Objectives
Topic 1: Value Delivery and Benefits Management	- Benefits realization planning - Value measurement and tracking
Topic 2: Portfolio and Program Management Support	- Program coordination and oversight - Portfolio prioritization and selection
Topic 3: Performance Measurement and PMO Maturity	- PMO maturity models and continuous improvement - KPIs and performance metrics for PMO effectiveness
Topic 4: PMO Strategy and Governance	- PMO structure and organizational alignment - Governance frameworks and decision-making models

>>> PMI-PMOCP 시험대비 덤프 최신 샘플 <<<

최신 업데이트 버전 PMI-PMOCP 시험대비 덤프 최신 샘플 인증덤프

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최신 PMI Certification PMI-PMOCP 무료 샘플 문제 (Q21-Q26):

질문 # 21

There have been numerous complaints about the performance of one of the project managers. How should the PMO professional address this issue?

- A. Reassign the project manager to another role and replace them with a more skilled project manager.
- **B. Conduct a competency gap analysis and provide respective trainings and coaching.**
- C. Review the PMO maturity report and make an appropriate decision based on the findings.
- D. Check the project manager's talent development plan and identify gaps for improvement.

정답: B

질문 # 22

A PMO was recently established to support the organization's new strategy following a global restructuring process. Which two actions should the PMO leader take to effectively identify the expectations of PMO customers? (Choose 2)

- A. Review existing PMO guidelines and processes to ensure alignment with assumed customers' needs.
- **B. Establish a feedback loop with PMO customers to continuously gather insights on how the PMO can better support their needs.**
- **C. Conduct one-on-one interviews with C-suite executives to understand their strategic goals and how the PMO can support achieving them.**
- D. Analyze past performance reports of the company's projects to create a catalog of services for the PMO.
- E. Survey all employees to gather general feedback on the PMO's role and impact on the organization.

정답: B,C

설명:

Effectively identifying PMO customer expectations requires direct engagement with key stakeholders. Establishing continuous feedback loops (Option C) promotes ongoing communication and responsiveness. Conducting one-on-one interviews with executives (Option D) ensures strategic alignment and understanding of top-level goals. Reviewing guidelines or past reports (Options A and B) provides context but does not substitute for direct stakeholder input. Surveying all employees (Option E) is broad and less focused on PMO customers.

PMI-PMOCP Governance emphasizes stakeholder engagement and feedback as foundational for service alignment.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

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

질문 # 23

During the execution phase of the project, the PMO professional notices that a project team is consistently falling behind schedule. Despite the best efforts of the PMO to provide additional resources and support, the team continues to struggle with meeting the deliverables. The PMO professional determines that the root cause of the delays is poor communication among team members. Which two tasks should the PMO professional take? (Choose 2)

- A. Reallocate additional resources from other project teams to compensate for the delays and ensure timely completion.
- **B. Provide a series of project management training sessions to improve communication skills and foster better teamwork.**
- C. Escalate the issue to senior management and request additional budget for outsourcing certain project tasks to external vendors.
- D. Replace some resources from the project team to make collaboration among the team more efficient.
- **E. Implement project management software to facilitate real-time collaboration and communication among team members.**

정답: B,E

설명:

Addressing poor communication requires a combination of enabling tools and skill development.

Implementing project management software (Option B) provides technological support for real-time collaboration, while targeted training (Option E) builds communication competencies and teamwork culture.

Replacing team members (Option A) may be disruptive and should be a last resort. Adding more resources (Option C) or escalating for outsourcing (Option D) addresses symptoms but not the root cause.

PMI-PMOCP Lifecycle Management stresses the importance of identifying root causes and implementing multifaceted solutions for team performance issues.

References:

PMI-PMOCP Exam Content Outline, Lifecycle Management Domain

질문 # 24

Last year, a company established a new PMO to enhance the management of its customer projects. After 1 year, the CFO is dissatisfied with the perceived lack of value in the PMO's periodic reports, and the CIO has raised concerns about the PMO staff's insufficient IT competencies.

What should a PMO professional recommend to the company's CEO to address these concerns?

- A. Suggest organizing a meeting with the PMO manager to discuss the feedback from senior executives and determine the next steps.
- B. Ask the PMO manager to meet with the CFO and rework the content of the periodical reports.
- C. Suggest that the PMO manager train the PMO resources on cloud platforms and master new software development practices.
- **D. Ask the PMO manager to assess the needs and expectations of senior executives and remodel the PMO processes and competencies consequently.**

정답: D

설명:

According to the PMI-PMOCP Strategic Alignment domain, PMOs must continuously align their services, processes, and competencies with organizational needs and senior executive expectations. Dissatisfaction from the CFO and CIO reflects a misalignment between the PMO's outputs and stakeholder needs.

The best approach is for the PMO manager to conduct a thorough assessment of senior executive expectations and needs, then adjust the PMO's processes and staff competencies accordingly to deliver measurable value. This may include reworking reporting content, improving technical skills, and adapting PMO functions to better support strategic objectives.

Options A and B are more reactive and limited to communication or reporting improvements without addressing underlying process and competency gaps. Option D, while related to IT skills, is too narrow and tactical without considering broader strategic realignment.

PMI standards emphasize ongoing stakeholder engagement and adaptive PMO capability building to maintain relevance and value delivery.

References:

PMI-PMOCP Exam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Strategic Alignment and Capability Sections PMI PMO Value Ring, Continuous Improvement and Stakeholder Alignment

질문 # 25

A company is undergoing transformation due to a set of recent mergers and acquisitions (M & A) transactions. A PMO professional is responsible for the processes and methodology and is asked to suggest ways to support the transformation by integrating organizational change management practices.

Which change management strategy should the PMO professional consider first to reinforce transformation activities?

- A. Plan a timely organizational announcement and related communications to accompany all major organizational transformations.
- **B. Assess the cultural impact of the M & A transactions and develop an integration plan to bridge the gap and facilitate a new cultural shift.**
- C. Provide organizational change management training for the project managers.
- D. Establish training on the key factors for M & A success to the PMO team.

정답: B

설명:

Mergers and acquisitions significantly impact organizational culture. PMI-PMOCP Lifecycle Management recognizes assessing cultural impacts and creating integration plans as a critical early step to support successful transformation.

While training (Options A and D) and communication (Option B) are important, they should follow a thorough cultural assessment to tailor strategies effectively.

PMI emphasizes that culture is a key factor in change success, and addressing it early reduces resistance and facilitates smooth transitions.

References:

질문 # 26

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