

PMI PMI-PMOCP퍼펙트덤프자료 & PMI-PMOCP덤프 샘플문제



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>> PMI PMI-PMOCP 퍼펙트 덤프자료 <<

적중을 높은 PMI-PMOCP 퍼펙트 덤프자료 시험대비덤프

저희는 수많은 IT 자격증 시험에 도전해보려 하는 IT 인사들께 편리를 가져다 드리기 위해 PMI PMI-PMOCP 실제 시험 출제 유형에 근거하여 가장 퍼펙트한 시험 공부 가이드를 출시하였습니다. 많은 사이트에서 판매하고 있는 시험 자료보다 출중한 KoreaDumps의 PMI PMI-PMOCP 덤프는 실제 시험의 거의 모든 문제를 적중하여 고득점으로 시험에서 한방에 패스하도록 해드립니다. PMI PMI-PMOCP 시험은 KoreaDumps 제품으로 간편하게 도전해보시면 후회 없을 것입니다.

최신 PMI Certification PMI-PMOCP 무료 샘플문제 (Q62-Q67):

질문 # 62

An organization is forming a PMO. The team responsible for running the PMO is being recruited; it includes a mix of people from internal departments and external resources. One of the team members hired to work on the PMO has a lack of experience in certain services of the PMO that will be included in their assignment.

What should the PMO professional do?

- A. Provide a self-training plan so that the new team member can study PMO theory at their own pace.
- B. Provide intensive training on the functional departments of the company and their particularities.
- **C. Assign an experienced member from the PMO to mentor the less-experienced team member.**
- D. Assign a team from the PMO to train the new member to enhance their performance.

정답: C

설명:

Assigning a mentor from the PMO to the less-experienced team member accelerates learning, provides ongoing guidance, and enhances integration. PMI-PMOCP highlights mentoring as a best practice for knowledge transfer and skill development, especially in complex, service-oriented PMOs.

Intensive training (option A) and team-based training (option D) are valuable but mentoring provides continuous, personalized support. Self-study (option C) lacks real-time feedback and interaction.

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.

질문 # 63

Two years ago, a software company implemented an agile culture and adopted Scrum as a framework for product development. During those 2 years, the company's senior management struggled with the link between the product value generated and the business objectives.

What should the PMO professional do to bridge this gap?

- A. Provide a report with agile team metrics, including velocity and burn charts.
- B. Develop a dashboard to show the product portfolio's progress.
- **C. Create a benefits map for the company's initiatives and products.**
- D. Advise the board to move to a hybrid approach for its product development.

정답: C

설명:

Creating a benefits map connects products and initiatives to strategic business objectives, visually illustrating how agile deliveries contribute to organizational goals. PMI-PMOCP highlights benefits mapping as a key tool to clarify value realization, improve stakeholder understanding, and enhance alignment between agile teams and executive management.

Dashboards (option A) and reports on agile metrics (option D) provide progress data but may not clarify strategic value linkage.

Advising a hybrid approach (option B) addresses methodology but not the value alignment challenge.

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

질문 # 64

An experienced PMO professional is tasked with establishing guidelines and procedures to ensure effective decision-making and accountability throughout the project life cycle in a large-scale project management environment. The PMO professional needs to facilitate the establishment of structured guidelines and procedures to govern project activities and promote organizational alignment. Which action should the PMO professional prioritize?

- A. Conduct regular audits to evaluate compliance with established guidelines and identify areas for improvement.
- B. Implement a performance measurement framework to assess project progress and outcomes against metrics of past projects.
- **C. Collaborate with project stakeholders to define roles and responsibilities to ensure clarity and accountability.**
- D. Establish a centralized repository for project documentation and knowledge sharing to ensure transparency and accessibility.

정답: C

설명:

Clear definition of roles and responsibilities is foundational to effective governance, decision-making, and accountability. PMI-PMOCP highlights that collaboration with stakeholders to establish this clarity prevents confusion, duplication, and gaps in project execution and control.

Documentation repositories (option A), audits (option C), and performance frameworks (option D) support governance but rely on defined roles and accountability as a prerequisite.

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

질문 # 65

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

정답: C

설명:

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-PMOCP Exam Content Outline, Strategic Alignment Domain

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

질문 # 66

In a large energy company, a PMO was recently established to help organize the numerous projects that are completed every year.

Executives have passionate discussions in meetings to select and prioritize projects to enter the portfolio. These discussions cause frequent delays and result in decisions being questioned by some of the executive board members.

What should the PMO professional do to improve this situation?

- A. Facilitate the selection and prioritization process based on their own project management experience.
- B. Ask the executives to discuss issues based on the projects' proposed business cases so that discussions are more objective.
- C. Implement a portfolio management service that includes established criteria for project selection and prioritization.
- D. Suggest informal activities to build interpersonal relationships among the company executives.

정답: C

설명:

Effective portfolio management relies on defined, transparent criteria for project selection and prioritization to ensure alignment with organizational strategy and resource optimization. PMI-PMOCP highlights that a PMO professional should implement formal portfolio management processes, including documented criteria, scoring models, and decision-making frameworks. This reduces subjectivity and political debate, expedites decision-making, and fosters executive alignment and accountability.

While facilitating discussions (option A) or encouraging objective business case discussions (option C) may help, without an established process and criteria, subjective debates and delays are likely to persist. Informal relationship-building (option D) supports teamwork but does not address structural inefficiencies. Establishing portfolio management services that guide selection ensures consistent, efficient governance of projects.

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

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