

# PMI PMI-PMOCP考古題介紹 & PMI-PMOCP最新考題



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## PMI-PMOCP考古題介紹：PMI Project Management Office Certified Professional幫助您壹次通過PMI PMI-PMOCP考試

PDFExamDumps的PMI-PMOCP考古題是你準備PMI-PMOCP認證考試時最不能缺少的資料。這個資料的價值等同於其他一切的與考試相關的參考書。這種說法並不誇張。只要你用了它你就會發現，這一切都是真的。

## 最新的 PMI Certification PMI-PMOCP 免費考試真題 (Q107-Q112):

### 問題 #107

A PMO professional for an engineering company was contacted by a newly hired project manager who wanted to submit an urgent change request to reset the baseline for the project schedule. The project manager did not understand the process for submitting such a request. Because this project is critical for the company, any delays might put the project at risk.

What should the PMO professional do?

- A. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.
- B. Ensure that the project manager attends the required training that will provide more information about the change management process.

- C. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.
- D. **Support the project manager in creating the change request and guide the project manager through its submission and approval.**

答案: D

解題說明:

In the context of the PMI-PMOCP Governance domain, one of the critical functions of the PMO professional is to provide proactive support and guidance to project managers, especially when urgent changes are needed in critical projects. Although organizational process assets (OPAs) and governance models provide important frameworks and tools, the PMO's role extends beyond simply pointing to these resources. The PMO professional should actively assist the project manager in preparing the change request to ensure it is correctly documented and aligned with organizational standards, reducing risk and delays.

According to PMI's PMO practice guides and the PMI-PMOCP Exam content outline, the Governance domain emphasizes oversight, adherence to processes, and facilitation. Helping the project manager navigate the change management process embodies good governance and improves project outcomes. This approach supports organizational strategy by enabling timely decision-making and maintaining project control.

Furthermore, while training is important, it is not an immediate solution for urgent requests. Telling the project manager to self-serve through OPAs (Option A) or simply directing them to follow governance models (Option B) without hands-on assistance risks delays and misunderstandings, particularly for new PMs.

References:

PMI-PMOCP Exam Content Outline, Governance Domain

PMI Practice Standard for Project Management Offices (2013), Chapter on Change Management PMI PMO Value Ring and Practice Guides, Governance and Support Processes

#### 問題 #108

A software company hired a PMO professional to establish a new PMO to oversee the performance of its projects and create the required processes. The new PMO professional immediately conducted project management training sessions for all project managers, developed project templates, and regularly conducted project audits. After the PMO had been in service for a year, senior management decided to shut down the PMO due to lack of value generation.

What should the PMO professional have done differently to ensure that the PMO generated the desired value?

- A. Conduct the required training on a smaller scale first before delivering the training to all project managers.
- B. **Validate and align with senior management's expectations at the beginning of the PMO setup.**
- C. Reduce the costs of the PMO in the first year and increase it gradually year over year.
- D. Change the frequency of project audits in order to reduce the PMO operating costs.

答案: B

解題說明:

A critical early step in establishing a PMO is to validate and align the PMO's purpose, objectives, and services with senior management expectations. PMI-PMOCP emphasizes stakeholder engagement and alignment as foundations for PMO success.

Without this alignment, PMO efforts may miss organizational priorities, resulting in perceived lack of value.

While training and audits are important, their scale and scope should reflect the organization's needs and priorities. Costs and frequency changes (options A and C) are secondary to strategic alignment. Smaller scale training (option B) may help adoption but does not replace the need for clear expectation-setting.

Alignment ensures the PMO delivers relevant services and is recognized as a value driver.

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

#### 問題 #109

A PMO team member with limited experience as a project manager was hired 2 years ago. The PMO team member has been identified as being talented in their role. Currently, the PMO team member is playing a key role in a strategic program and is facing challenges in specific areas such as leadership and stress management.

What steps should the PMO professional take to develop the competencies of the PMO team member?

- A. Provide personalized coaching to the PMO team member.
- B. Require the PMO team member to complete a project management training program.
- C. **Arrange for the PMO team member to shadow a manager recognized for strong leadership abilities.**

- D. Enroll the PMO team member in a course focused on facilitation skills.

答案: C

解題說明:

Mentorship and shadowing experienced leaders provide hands-on learning and exposure to practical leadership behaviors. PMI-PMOCP highlights that experiential learning through observation and guidance is effective for developing competencies like leadership and stress management.

Training courses (option A or C) and coaching (option D) support development but shadowing offers direct, contextual experience beneficial for leadership growth.

Reference: PMI-PMOCP Study Guide, Chapter on Human Capital Management and Competency Development.

#### 問題 #110

A multinational company seeks to establish and maintain strong governance for its PMO to ensure efficient service delivery, accountability, and alignment with organizational goals.

What is the most critical action the PMO professional should take when establishing PMO governance to ensure the PMO operates effectively?

- A. Focus on increasing the number of governance meetings and reporting cycles to ensure PMO activities are constantly monitored and adjusted as necessary.
- B. Implement standardized governance processes that apply equally to all departments, ensuring that every aspect of PMO operations is controlled and monitored with strict procedures.
- C. **Develop a flexible PMO governance framework tailored to the PMO's unique functions and services, ensuring it can adapt to changing organizational needs while maintaining control and oversight.**
- D. Rely on the existing successful project governance processes within the organization so that the PMO services will align naturally with them.

答案: C

解題說明:

Effective PMO governance requires a tailored and flexible governance framework that balances control with adaptability. PMI-PMOCP stresses that governance must reflect the PMO's specific roles, services, and organizational context, enabling it to evolve with changing needs while providing appropriate oversight.

Relying solely on existing governance (option B) or focusing on frequency of meetings (option C) may not address unique PMO requirements. Strict standardized processes (option D) risk rigidity that can hinder responsiveness.

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

#### 問題 #111

In a global financial services company, the PMO recently implemented the "Provide Methodologies and Tools" service to ensure project teams use standardized approaches and tools for project management.

What key performance indicators (KPIs) should the PMO professional create to measure the performance of this specific service? (Choose 2)

- A. **Tool adoption rate; Measure the percentage of project teams using the standardized methodologies and tools and assess how frequently they access the provided templates, frameworks, and guidelines.**
- B. **Governance compliance rate; Measure the percentage of projects fully compliant with corporate governance policies, considering the service will directly ensure compliance.**
- C. **Strategic outcomes delivery rate; Measure the percentage of strategic goals achieved through completed projects, considering that the service will directly ensure that the organization meets its broader strategic outcomes.**
- D. **Training hours per employee; Measure the number of hours spent training project teams to use the methodologies and tools, as well as the frequency of workshops or refresher courses provided by the PMO.**

答案: A,D

解題說明:

For the "Provide Methodologies and Tools" service, KPIs must measure both the enablement activities and the actual adoption of the methodologies and tools. PMI-PMOCP recommends measuring training hours per employee (option B) as it reflects investment in capacity-building and skill development, critical to effective tool use.

Additionally, the tool adoption rate(option D) directly measures how widely and frequently project teams utilize the standardized methodologies, templates, and guidelines. High adoption indicates the service is effectively embedded in project execution. While strategic outcomes delivery (option A) and governance compliance rate (option C) are important portfolio or organizational KPIs, they are broader and influenced by many factors beyond the scope of this specific PMO service.

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

## 問題 #112

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