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최신 PMI Certification PMI-PMOCP 무료샘플문제 (Q61-Q66):

질문 # 61
An enterprise PMO (EPMO) in a large telecommunications company is overwhelmed with service requests from various departments. With limited resources, the EPMO cannot serve all customers and meet their expectations in the short term. Which action should the PMO professional take to ensure efficient delivery?

- A. Educate customers on service-level agreements (SLAs) for each service.
- B. Escalate the issue to the executive team and request additional resources.
- C. Prioritize and assign service requests based on their strategic impact.

- D. Allocate PMO resources to incoming requests based on their experience.

정답：C

설명：

The PMI-PMOCP Lifecycle Management domain guides PMOs toprioritize resources and services based on strategic impact, ensuring that limited capacity is allocated to initiatives that deliver the highest organizational value.

Escalation (Option A) may be necessary eventually but is not the immediate corrective action. Allocating resources by experience (Option B) ignores strategic prioritization. Educating customers on SLAs (Option D) is useful but secondary to prioritization decisions.

This prioritization approach helps the EPMO maximize impact, manage expectations, and optimize service delivery under constraints.

References:

PMI-PMOCPExam Content Outline, Lifecycle Management Domain

PMI Practice Standard for Project Management Offices (2013), Service Delivery and Prioritization PMI PMO Value Ring, Resource Management and Prioritization

질문 # 62

Senior management at a small company is dissatisfied with project performance and has tasked the PMO with addressing the issue. An organizational project management (OPM) maturity assessment has uncovered significant gaps compared to industry standards. What should the PMO professional do first?

- A. Plan training and development programs for project team members to fill the competency gaps.
- B. Hire experienced and highly skilled project managers to take over underperforming projects.
- C. Develop a roadmap for improving the overall project management maturity within the organization.
- D. Implement agile project management approaches and tools to improve project performance.

정답：C

설명：

After identifying significant gaps through an OPM maturity assessment, the first step is to develop a strategic roadmap that outlines targeted initiatives to improve maturity. PMI-PMOCP guidance highlights the importance of a structured, phased approach to maturity improvement that includes defining goals, prioritizing actions, and aligning with organizational strategy.

Training (option A), agile adoption (option C), or hiring (option D) can be components of the roadmap but should follow a comprehensive plan to ensure cohesion and sustainability. The roadmap ensures all improvement activities are coordinated, aligned, and measurable, optimizing resource allocation and change management efforts.

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

질문 # 63

The PMO established an online community for sharing best practices 2 years ago. The community has grown over time and the PMO is considering increasing the services provided to include some in-person events based on customer feedback. The content for the events has been fully designed with special attention to new trends in the market and concrete applications within the performing organization.

What should the PMO lead do to onboard this new service?

- A. Discuss the additional content for the in-person events with the project manager.
- B. Call for volunteers to help gather feedback regarding the future in-person events.
- C. Create a detailed communications management plan to introduce the in-person events.
- D. Share the details of the in-person events in the next executive leadership meeting.

정답：C

설명：

Introducing a new PMO service requiresa detailed communications management planto ensure that all stakeholders are informed, engaged, and prepared for the change. PMI-PMOCP outlines the importance of formal communication planning to manage expectations, promote the new service, and facilitate successful adoption.

While discussions (option A) and feedback collection (option B) support content quality, they do not address stakeholder awareness and acceptance. Sharing details only at executive meetings (option D) limits the communication reach. A structured plan ensures

consistent, clear messaging to all relevant parties.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Communications Management.

질문 # 64

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

정답：A,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
PMI Practice Standard for Project Management Offices (2013), Team Performance and Communication PMI PMO Value Ring, Resource and Communication Management

질문 # 65

A food industry company recently acquired a new company. To ensure a quick integration, several project managers are assigned to combine the product portfolios. The PMO for the integration program was informed by the project managers that they encountered a regulatory compliance change regarding several products manufactured by the acquired company. This is having a significant impact on the ongoing product portfolio integration.
Which actions should the PMO professional take to support the quick adaptation to these changes in the future?

- A. Standardize all project management processes to ensure uniformity across all product portfolio integration projects.
- B. Review the issue with the project managers and make sure they are capturing problems in the lessons learned register so that information can be leveraged for similar future projects.
- C. Develop a training for the project managers with the regulatory department that emphasizes the importance of complying with regulatory requirements.
- D. Schedule a regular touchpoint between the project managers and the regulatory experts for the adjustment of project plans to incorporate changes in regulatory requirements or market conditions.

정답：D

설명：
To manage ongoing and future regulatory changes efficiently, the PMO professional should establish regular communication channels between project managers and regulatory experts. PMI-PMOCP highlights the importance of proactive collaboration to identify, interpret, and incorporate regulatory changes quickly into project plans, minimizing disruptions.
Capturing lessons learned (option A) is useful but reactive. Standardizing processes (option C) and providing training (option D) are important but do not replace real-time regulatory engagement critical for timely adaptation.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Governance and Risk Management.

질문 # 66

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PMI-PMOCP인기자격증 시험덤프 : https://www.itcertkr.com/PMI-PMOCP_exam.html

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