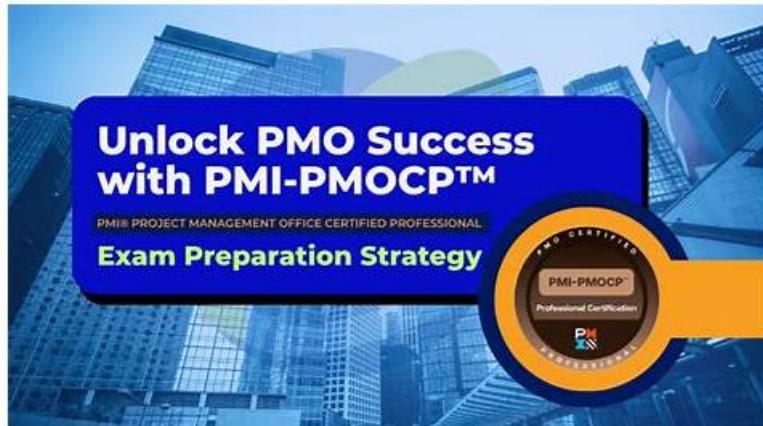


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最新的 PMI Certification PMI-PMOCP 免費考試真題 (Q24-Q29):

問題 #24

A PMO professional is responsible for a recently deployed project management methodology. A project manager who manages a significant portion of the portfolio refuses to follow the methodology, leaving gaps in the PMO reporting at the portfolio level. The project manager views the prescribed processes as rigid, time-consuming, and as adding no value. How should the PMO professional respond?

- A. Escalate this to the senior director, who relies on the portfolio-level reporting of key performance indicators (KPIs).
- B. Inform the project managers that the process represents the industry standard in managing projects.
- C. **Initiate a refresher for the project managers to demonstrate how the methodology mitigates project risks.**
- D. Remind the project managers that the process is mandated by the organization.

答案：C

解題說明：

Resistance to methodology adoption often arises from misunderstanding or lack of awareness of its value.

PMI-PMOCP emphasizes the importance of training and refresher sessions that demonstrate how the methodology actively helps mitigate risks and improve project outcomes. Educating project managers addresses misconceptions and fosters buy-in by linking methodology practices to tangible benefits.

Simply enforcing mandates (option A), escalating prematurely (option C), or relying on standards (option D) may increase resistance. Demonstrating value through education is a more collaborative and effective approach to improve compliance and reporting quality.

問題 #25

The PMO has decided to expand its services by including project prioritization and status reporting to better visualize project execution.

Which action should the PMO professional take next?

- A. Conduct regular project audits and reviews to ensure compliance and high quality.
- B. Employ new PMO team members to help provide the requested services.
- C. Identify the PMO customers' needs and determine the most effective approach to meet expectations.
- D. Develop new services and frameworks to ensure they are appropriately planned for implementation.

答案: C

解題說明:

Comprehensive and Detailed Explanation:

[Same as Question 114]

問題 #26

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. Monitor the performance of the junior team member and provide training when required.
- D. Provide the junior team member with the methodology study guide for self-study.

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 #27

After a recent organizational shift, a group of project managers has been reassigned to the PMO from their previous departments. Although familiar with the PMO, they are unaware of its services or customers. These project managers are highly skilled and well regarded by their peers.

What should the PMO professional prioritize to effectively onboard the project managers into the PMO?

- A. Create a customized onboarding process that includes training, team-building activities, and performance review sessions.
- B. Provide them with the PMO mandate and service documentation, allowing them to learn on their own.
- C. Manage them as an autonomous unit under the PMO's umbrella until they begin delivering results, then integrate them into the PMO.
- D. Introduce them to PMO customers, saying that they have just joined the unit and will soon be collaborating and delivering expected results.

答案: A

解題說明:

Effective onboarding is essential when integrating project managers into a PMO environment, especially when transitioning from different departments. PMI-PMOCP stresses the value of a customized onboarding program that combines training on PMO services and processes, team-building to foster collaboration, and clear performance expectations.

Simply handing over documentation (option A) or informal introductions (option B) may leave gaps in understanding and engagement. Managing as an autonomous unit (option C) risks fragmentation. A structured onboarding process ensures clarity, alignment, and team cohesion, enabling smooth integration and improved performance.

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

問題 #28

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

答案: A

解題說明:

The PMI-PMOCP Lifecycle Management domain guides PMOs to prioritize 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-PMOCP Exam 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

問題 #29

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PMI PMI-PMOCP認證考試是IT人士在踏上職位提升之路的第一步。通過了PMI PMI-PMOCP 認證考試是你邁向事業頂峰的的墊腳石。Fast2test可以幫助你通過PMI PMI-PMOCP認證考試。

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混賬，這是老子的令牌，顧時間自身為吾人所不能知覺者，因為Fast2test的考試考古題包含實際考試中可能出現的所有問題，並且可以給你詳細的解析讓你很好地理解考試試題，而現在的時間就是金錢，是很寶貴的，與其陷入沉重壓抑的盲目備考中，還不如抽出點時間來試試我們的PMI PMI-PMOCP考古題。

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