

Exam Questions PMI-PMOCP

PMI Project Management Office Certified Professional

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NEW QUESTION 1

A PMO professional receives feedback from project managers indicating that they are not able to secure the necessary project delivery teams in a timely manner. How should the PMO professional address this issue to improve resource management across projects?

- A. Develop a centralized resource management system that provides visibility into resource availability and allocation.
- B. Delegate resource management responsibilities to individual project managers to maintain autonomy.
- C. Implement a strict resource allocation policy to ensure equitable distribution of resources among projects.
- D. Hire additional project managers to meet the demands of all projects simultaneously.

Answer: A

NEW QUESTION 2

A PMO has been working for the past 3 years and generates moderate perceived value for senior management. The company's senior management is concerned with the lack of direction and the reactive working style that the PMO follows.

How should the PMO professional work with senior management to increase the PMO's perceived value?

- A. Collect senior management's concerns regularly and address them with the project managers.
- B. Create regular touch points with senior management to review and evolve the PMO's strategic roadmap.
- C. Provide training and project competency development to project managers.
- D. Ask the project managers to provide a performance report to senior management.

Answer: B

NEW QUESTION 3

A manufacturing company is in the process of establishing its PMO, and the PMO professional leading it recognizes that securing executive sponsorship and ongoing support is crucial for the PMO's success and mandate.

How should the PMO professional effectively secure and maintain executive sponsorship for the PMO?

- A. Rely on the company's leadership to naturally recognize the PMO's value over time without needing to actively seek out sponsorship or support, assuming the results will speak for themselves.
- B. Emphasize that the PMO is using recommended best practices and frameworks, showcasing its operational excellence to win executive support.
- C. Align the PMO's objectives and services with the company's strategic goals and focus on delivering quick wins to ensure initial attention and support.
- D. Ensure the PMO follows the newest PMO models, providing a comprehensive set of strategic services that should be implemented to guarantee long-term success and gain executive sponsorship.

Answer: C

NEW QUESTION 4

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.

Answer: C

NEW QUESTION 5

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

Answer: C

NEW QUESTION 6

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. Enroll the PMO team member in a course focused on facilitation skills.
- B. Arrange for the PMO team member to shadow a manager recognized for strong leadership abilities.
- C. Require the PMO team member to complete a project management training program.
- D. Provide personalized coaching to the PMO team member.

Answer: B

NEW QUESTION 7

A newly appointed PMO professional has been tasked with developing an organizational project management (OPM) competency framework to improve project management across the organization. The goal is to ensure alignment with both industry standards and specific organizational needs. What should the PMO professional do first?

- A. Analyze the project management skills of the current team and develop a framework around their existing competencies.
- B. Create a list of competencies based on the organization's past project successes.
- C. Research industry standards and good practices, then adapt them to address the organization's unique challenges.
- D. Focus the competency framework on senior project managers, as they will have the most impact on the organization's success.

Answer: C

NEW QUESTION 8

In an organization, the executives focus mainly on project operational deliverables. How should the PMO professional support the executives in fostering a business-value-driven perspective?

- A. Promote awareness of using an efficiency approach for the management of the organization's projects.
- B. Transition from a PMO into a value management office (VMO).
- C. Implement a benefits realization management process.
- D. Support portfolio management by establishing connections among deliverables and expected outcomes.

Answer: C

NEW QUESTION 9

A PMO professional is tasked with ensuring the organization's competency framework stays relevant to evolving industry trends and internal strategic needs. Which approach should the PMO professional take to achieve this?

- A. Rely primarily on feedback from internal stakeholders to update the competency framework according to current organizational challenges.
- B. Regularly assess and update the competency framework to align with evolving industry trends and organizational requirements, ensuring its relevancy.
- C. Conduct a one-time assessment of the competency framework and plan to update it every 5 years based on industry trends.
- D. Engage external consultants to periodically review and recommend updates to the competency framework when major industry changes occur.

Answer: B

NEW QUESTION 10

The executive management team for a healthcare company is discussing the second quarter's low result in the customer satisfaction score, which is a key performance indicator (KPI). One of the executives shares concerns about wasting efforts on projects and initiatives without being able to keep up with competitors and increase the customer satisfaction score. Which action should the PMO professional take to avoid such a situation?

- A. Avoid the customer satisfaction metric analysis when assessing projects.
- B. Support the reevaluation of the strategic plan by the executives.
- C. Ask to review the customer satisfaction metrics.
- D. Establish a customer experience department.

Answer: B

NEW QUESTION 10

Historically, an organization's PMO has been considered as a department that employs project managers, with its role linked to managing only internal projects. With a change in PMO leadership, the new PMO manager decides to elevate the role of the PMO and make it a strategic partner. Which actions should the PMO manager take to achieve this goal?

- A. Review current PMO services and introduce strategic offerings to gain greater access to executive leadership.
- B. Rebrand the department as a strategic PMO to enhance its importance and prestige.
- C. Organize knowledge-sharing sessions to showcase the PMO's strategic value.
- D. Align PMO initiatives with organizational objectives to support strategic decision-making.

Answer: A

NEW QUESTION 15

Last year, a PMO professional from a food processing company implemented a new portfolio management tool that is running smoothly. As a part of the portfolio management process, a resource management functionality was released for better assessment of the portfolio delivery resource needs. What should the PMO professional do first to ensure proper implementation?

- A. Implement a feedback mechanism so that requirements can be adapted based on evolving needs.
- B. Put together a demo of the new resource management functionality.
- C. Prepare training materials and deliver the training to all affected stakeholders.
- D. Identify a pilot group to test the new resource management functionality.

Answer: A

NEW QUESTION 18

An organization has recruited several new project managers and plans to launch multiple projects in the new fiscal year. The organization's executives aim to enhance the project management skills and capabilities of project managers. After these new project managers are on board, they enter the PMO-managed project manager resource pool for centralized resource allocation. What should the PMO Professional do to meet the organization's goals?

- A. Provide training to project managers, PMO team members, and other stakeholders.
- B. Identify project management risks if the project managers do not receive additional training.
- C. Facilitate collaboration across stakeholders, including executives, team members, other PMOs, and external partners.
- D. Update the project management process to include extra time for training.

Answer: A

NEW QUESTION 23

Three years ago, a large manufacturing company established a PMO to enhance project outcomes across departments. An experienced PMO professional has now been hired as a consultant to assess the PMO's maturity.

What should the PMO professional recommend to help improve the PMO's maturity?

- A. Transition the PMO to a value management office (VMO) to increase service maturity and maximize the benefits delivered to PMO customers.
- B. Conduct a PMO service maturity assessment and develop a comprehensive maturity improvement plan that includes continuous service evaluations.
- C. Transform the PMO into a project management center of excellence (PMCoE) to ensure the organization consistently applies the most mature practices.
- D. Introduce more strategic services that align with business goals to improve the PMO's maturity.

Answer: B

NEW QUESTION 27

A PMO professional is supporting project managers who are implementing a new organization-wide user support system. The PMO professional needs to help the project managers enable change management effectively within the organization. In recent years, similar initiatives have failed because employees were too focused on the negative effects of change. The changes were enforced by sending memos to employees who did not adopt the new processes. The instructions to adopt the new processes did not offer any flexibility. Which approach should the PMO professional recommend to enable change this time?

- A. Build trust and collaboration and communicate a shared vision and goals early in the project.
- B. Allow users to use social networks to express their negative feelings about the change.
- C. Enforce the adoption of the new processes with zero tolerance for variations or room for user feedback.
- D. Ensure that all users know exactly what to do in every situation during the change process.

Answer: A

NEW QUESTION 28

The organization's PMO intends to transform its role into an agility-driven PMO. Which option should the PMO leader take to help the PMO become more agile?

- A. Collaborate with PMO customers to develop and prioritize a comprehensive product backlog.
- B. Establish a process for collecting new ideas to improve PMO services for customers.
- C. Implement the Scrum framework within the agile teams to enhance collaboration.
- D. Introduce a collaborative software platform to streamline team communication.

Answer: A

NEW QUESTION 32

An organization is implementing a new project management methodology. The PMO professional is responsible for establishing governance structures to support the implementation of the new methodology.

What should the PMO professional do to ensure that the new project management methodology will be used within the organization?

- A. Implement a project governance software solution that will automate many governance tasks.
- B. Establish a centralized PMO that will be responsible for all aspects of project governance.
- C. Create a project governance board that will be responsible for setting project standards and policies.
- D. Develop a framework that will define the organization's approach to project governance.

Answer: D

NEW QUESTION 34

A mid-sized technology company has established a PMO to improve project delivery and governance. The company's leadership has tasked the PMO professional with assessing the current effectiveness of the PMO and identifying areas for improvement.

How should the PMO professional proceed to fulfill this request?

- A. Implement a project management software tool to streamline project tracking and reporting processes in real time.
- B. Conduct employee satisfaction surveys throughout the organization to gauge how happy they are with the performance of the PMO.
- C. Evaluate the maturity and capability of the PMO in performing each service it needs to deliver the benefits required.
- D. Host quarterly team-building events to foster collaboration and camaraderie among PMO customers.

Answer: C

NEW QUESTION 38

An enterprise PMO (EPMO) is working with different countries to staff project managers across the organization. Customers are providing feedback stating that the staffing is taking more time than expected when compared to the deadlines agreed upon with the customer.

Which two key performance indicators (KPIs) should the PMO professional monitor for this PMO service? (Choose 2)

- A. The Net Promoter Score (NPS) related to general customer satisfaction.
- B. The average time needed to recruit project managers for the customer.
- C. The number of days taken on average to formally finalize customer requests.
- D. The retention of project managers in their roles on the assigned projects.
- E. The percentage of project manager roles filled within the deadline.

Answer: BE

NEW QUESTION 39

A newly hired PMO professional works within the PMO and supports a large enterprise program. This professional is expected to guide junior PMO team members but faces difficulties with team management and collaboration.

How should the PMO leader best support the PMO professional in overcoming these challenges?

- A. Mentor the team member to help build their confidence.
- B. Organize an all-hands meeting for the PMO team to discuss their challenges.
- C. Offer personalized coaching with a focus on leadership skills.
- D. Arrange regular knowledge-sharing sessions in the PMO community.

Answer: C

NEW QUESTION 41

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. Tell the project manager to refer to the organizational process assets (OPAs) for the change request template and provide support as needed.
- B. Instruct the project manager to follow the project management governance model, which has predefined processes and procedures for change requests.
- C. Support the project manager in creating the change request and guide the project manager through its submission and approval.
- D. Ensure that the project manager attends the required training that will provide more information about the change management process.

Answer: C

NEW QUESTION 45

A large organization is exploring the potential of using artificial intelligence (AI) and has included AI in the pillars of the overall company strategy. The PMO team is aware of the potential related to the use of AI for project management.

How should the PMO lead best support the organizational strategy?

- A. Organize AI trainings on large language models (LLMs) for the PMO team.
- B. Ask the executive team for more support to launch different AI initiatives.
- C. Establish a team within the PMO to try AI use cases for project managers.
- D. Conduct regular webinar sessions for the PMO team about AI topics.

Answer: C

NEW QUESTION 47

A newly hired PMO professional is lacking information about the performance of one of the portfolios. The PMO professional has been tasked with ensuring effective performance monitoring and reporting processes.

What strategy should the PMO professional employ to achieve this goal?

- A. Delegate the responsibility of performance monitoring and reporting to project managers, allowing them to develop their own monitoring systems and report directly to stakeholders.
- B. Reduce the frequency of performance reporting to stakeholders to minimize distractions and focus on project execution, relying on periodic updates to convey project status.
- C. Avoid implementing any changes to the current performance monitoring and reporting processes to maintain consistency and prevent disruptions to ongoing projects.
- D. Implement key performance indicators (KPIs) aligned with project objectives to measure progress and performance and conduct regular performance reviews.

Answer: D

NEW QUESTION 49

A PMO professional recently joined an established PMO with a customer feedback system in place. However, the feedback has not been systematically analyzed or used to drive improvements in service delivery. The PMO services align with standard methodologies, but PMO customers feel their evolving needs are not being adequately met.

What should the PMO professional do to ensure the feedback system is effectively utilized to enhance PMO service delivery?

- A. Continue delivering PMO services according to established processes and use the feedback system only for major service redesigns.
- B. Conduct a one-time review of all feedback received over the past year and make immediate adjustments to the PMO services.
- C. Focus on gathering additional metrics from other departments to complement the existing feedback, assuming that this will better inform any future adjustments.
- D. Implement a process for regularly analyzing feedback and integrating insights into ongoing service improvements, ensuring alignment with customers' needs.

Answer: D

NEW QUESTION 51

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

Answer: B

NEW QUESTION 53

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

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

Answer: D

NEW QUESTION 55

A PMO professional received feedback from the project managers indicating that the project management software is not user friendly and fails to support their work. Which action should the PMO professional take to address this concern?

- A. Identify appropriate software training for the project managers.
- B. Meet with the software developers to address the software complaints.
- C. Schedule feedback meetings with the project managers to discuss the complaints.
- D. Escalate the issue to the project sponsor to reinforce compliance.

Answer: C

NEW QUESTION 57

A PMO professional has been tasked with evolving the PMO's value proposition in a rapidly changing, capital-intensive industry that has been strongly impacted by new environmental, social, and governance (ESG) regulations. The organization's strategy emphasizes flexibility and innovation, but the PMO must also ensure compliance with these evolving requirements.

What should the PMO professional do when developing a PMO value proposition?

- A. Develop a value proposition that prioritizes financial metrics.
- B. Create a value proposition based on a recently launched PMO standard.
- C. Create a value proposition aligned with the organization's strategic goals.
- D. Develop a value proposition that incorporates industry-specific requirements.

Answer: C

NEW QUESTION 58

A PMO professional leading a global PMO wants to ensure that the PMO's services continue to evolve and deliver value to customers. Which approach best supports the PMO professional in achieving this goal?

- A. Implement a continuous improvement process to regularly update the PMO methodologies.
- B. Establish regular communication channels with PMO customers to understand their evolving needs.
- C. Adopt the latest project management methodologies, including training for project managers.
- D. Benchmark the PMO's performance against other PMOs in the industry to ensure continuous improvement.

Answer: B

NEW QUESTION 61

A PMO professional overseeing multiple projects notices that project managers have varying levels of adherence to the project governance processes. What should the PMO professional do first to ensure consistent governance across projects?

- A. Schedule individual meetings with project managers to understand their challenges with governance processes and provide support.
- B. Develop a comprehensive governance training program and mandate all project managers to complete it within a specified timeframe.
- C. Escalate governance oversight responsibilities to project sponsors to ensure project managers adhere to processes.
- D. Implement stricter enforcement of the governance processes by imposing fines and other penalties for noncompliance.

Answer: A

NEW QUESTION 66

A PMO professional uses a project portfolio performance dashboard designed using PMO standard metrics. The PMO professional discovers that the lab team is using its own metrics. The lab team's project manager explains that the PMO standard metrics are not meaningful to their team. How should the PMO professional ensure that the PMO standard metrics are captured, while allowing flexibility for the lab team?

- A. Understand the gaps between the PMO standard metrics and the lab team's metrics and adapt the data collection to ensure that all valuable metrics are reported.
- B. Request the lab team's project manager to stop collecting any lab-team-specific metrics and only report the PMO standard metrics.
- C. Allow the lab team's project manager to continue collecting metrics that are meaningful to their team, having them report "N/A" in place of the PMO standard metrics.
- D. Redesign the PMO project portfolio performance dashboard including a special section displaying the lab team's specific metrics.

Answer: A

NEW QUESTION 67

An organization delivers system implementation projects to external clients. The PMO has noticed that recent post-project reviews consistently reveal issues.

Further analysis shows that these issues become apparent during end-user testing. The testing process is unstructured and usually lacks documentation. What next steps should the PMO lead take?

- A. Create a test strategy to be referenced by project teams to support the system-testing process alignment.
- B. Mandate that all project testing issues be logged and reviewed before agreeing on how each item should be addressed.
- C. Deploy a test management tool that should be used by all system implementation project teams.
- D. Assess the organizational project management (OPM) maturity gaps and enhance the test management process.

Answer: A

NEW QUESTION 69

A PMO professional has been tasked with assessing and improving the competencies of the PMO team to better support the wide range of services the PMO provides. For example, the competencies required for a portfolio management service may differ significantly from those needed for training and mentoring services.

What steps should the PMO leader take to ensure the PMO team's competencies align with the diverse services provided?

- A. Rotate PMO team members through various PMO services to gain exposure to different areas, assuming that hands-on experience alone will develop the necessary skills for each PMO service.
- B. Conduct a general competency assessment for the entire PMO team and create a single training program covering basic project management skills for all team members.
- C. Meet with PMO customers to understand their expectations and develop a competency matrix that maps PMO team members' current skills to the specific needs of each PMO service.
- D. Focus only on developing the competencies related to the PMO's most commonly used services, ensuring efficiency in training and the reduction of costs.

Answer: C

NEW QUESTION 74

A newly appointed PMO professional received a mandate for setting up a PMO in an organization operating in the energy sector, with a main objective of improving project delivery.

What should the PMO professional do first?

- A. Assess the current state of organizational project management maturity and identify gaps.
- B. Create policies and procedures that oversee organizational project management processes.
- C. Develop a PMO charter that includes its purpose, objectives, and key services.
- D. Create a plan for the PMO that aligns with the organizational goals.

Answer: A

NEW QUESTION 79

A PMO professional for an engineering company conducted an assessment to collect the benefits expectations of PMO stakeholders. With their input, several services have been defined.

What should the PMO professional do to maximize the chances of success in rolling out these services to PMO customers?

- A. Prioritize quick wins in the initial phases of the implementation to demonstrate early success.
- B. Develop detailed contingency plans for potential risks identified in later phases of the implementation.
- C. Apply a phased approach for rolling out the PMO service offerings with metrics to monitor the progress.
- D. Engage with PMO stakeholders to collect further input and get a deeper understanding of their requirements.

Answer: A

NEW QUESTION 82

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

Answer: C

NEW QUESTION 86

A PMO was just established in a large organization. The PMO team identified all potential PMO customers and analyzed them based on their power and interest. The list of customers was much too long and the PMO's capacity to nurture them all is not sufficient.

What should the PMO professional do to move toward developing the service catalog?

- A. Interview executive leadership, understand their expectations, and generalize the findings as they are the main decision makers.
- B. Consider all customers, categorize them, and decide on how to retrieve information from the different groups of customers.
- C. Focus on the middle and top levels of management and incorporate resource expectations for when the PMO will have sufficient resources to serve all of the customers.
- D. Interview the portfolio, program and project managers; understand their needs; and develop a service catalog based on their interests as they are the experts.

Answer: B

NEW QUESTION 88

After identifying the needs and expectations of PMO customers, the PMO professional recommends introducing a new service to effectively meet these needs

within the specified timeframe. However, new regulations were recently introduced, and the company must comply with them before launching the new PMO service, which will affect the timeline for its implementation.
What should the PMO professional do?

- A. Delay the introduction of the service until the regulations are fully implemented.
- B. Assess the impact of the new regulations on the timeline and communicate changes to PMO customers.
- C. Cancel the service implementation altogether to avoid any potential compliance risks.
- D. Proceed with the original timeline in order to meet the PMO customer expectations.

Answer: B

NEW QUESTION 92

A PMO professional is leading a new PMO that aims to enhance organizational PMO maturity. When the PMO professional presents the roadmap to the board of directors, one of the executives says that no resources are available to work with the PMO.
What should the PMO professional do to avoid this situation in the future?

- A. Invite the executive to engage with the board to understand the resource requirements.
- B. Engage with key stakeholders during planning to evaluate the project resources.
- C. Include a management reserve in the plan to recruit resources when needed.
- D. Assess previous project plans to calculate the number of resources required.

Answer: B

NEW QUESTION 94

Due to a recent organizational transformation, the PMO has been excluded from strategic meetings and discussions. Although still responsible for program and project performance reporting, business representatives are now bypassing the PMO and directly approaching project managers for specific performance updates.
What actions should the PMO professional take to ensure the PMO remains valued by the organization?

- A. Redesign the PMO reports based on the type of information the project managers are providing to the business representatives.
- B. Meet with business representatives individually to understand their current needs and adjust the PMO services accordingly.
- C. Consult with the business representatives to determine what they would like to change in the reports they are receiving from the PMO.
- D. Request project managers to continue following the established process of reporting to the PMO.

Answer: B

NEW QUESTION 95

A PMO team member who joined the PMO 5 years ago as a junior PMO analyst recently received feedback from customers indicating a lack of initiative in handling daily tasks, leading to a low perception of the PMO's value.
What should the PMO professional leading the PMO do to resolve this issue?

- A. Provide mentoring to the PMO team member to increase their performance.
- B. Find another role for the PMO team member within the PMO.
- C. Provide training to the PMO member through a training provider.
- D. Find another role for the PMO team member outside the PMO.

Answer: A

NEW QUESTION 96

A PMO professional observes that there is a lack of alignment among project priorities and the organizational strategic goals. What should the PMO professional do first?

- A. Develop a prioritization framework that considers both project objectives and their alignment with strategic goals.
- B. Schedule regular meetings between project managers and executive leadership to ensure ongoing alignment with strategic goals.
- C. Conduct a comprehensive review of organizational strategic goals and the project portfolio to identify alignment gaps.
- D. Provide recommendations based on PMO expertise for aligning project priorities with strategic goals.

Answer: A

NEW QUESTION 99

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