



# IT認證考試題庫 專業平臺

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**Exam** : **PMP**

**Title** : Project Management  
Professional

**Version** : DEMO

1.A project is starting its second iteration out of six. During the daily meeting, a team member asks for help. In order to finish a deliverable, an approval from the design department will be needed.

What should the project manager do?

- A. Meet with the design manager to ask for the necessary approval.
- B. Invite a design team member to the next daily meeting.
- C. Update the issue log and escalate it to the project sponsor.
- D. Replace this iteration deliverable for one without any blockers.

**Answer: B**

**Explanation:**

Inviting a design team member to the next daily meeting facilitates direct communication and collaboration, which is in line with Agile principles. This approach promotes quick resolution of issues and supports the iterative nature of Agile project management, where cross-functional team collaboration is key to delivering value in each iteration<sup>1</sup>.

: = The iterative project management process emphasizes the importance of collaboration and transparency to address pain points and avoid stagnation of progress<sup>1</sup>. Additionally, the issue log is a tool for tracking and managing issues, but it does not replace the need for direct communication and immediate action when possible<sup>2</sup>

2.A project manager has been assigned to lead an IT project to store information on sold lottery tickets. During the project execution, a failure in the system caused 10 numbers to be sold two times. This happened during the month of greatest demand because the prize was the highest of the year. The project team is concerned that one of those tickets could be the winner.

What should the project manager do first?

- A. Reassure the sponsor by explaining the probability of this risk materializing is extremely low.
- B. Carry out tests to verify that the system does not fail again due to the high occurrence of events.
- C. Review the list of risks to verify that this issue was considered and execute the detailed action plan.
- D. Inform the sponsor about the issue and make a request for sufficient funds to be made available.

**Answer: C**

**Explanation:**

In the context of PMP objectives and the PMBOK guide, the first action in response to an identified risk, such as the sale of duplicate lottery numbers, is to review the project's risk management plan.

This plan should include previously identified risks and their corresponding response strategies. If the issue of duplicate numbers was anticipated, the project manager should follow the established action plan to address it. This aligns with the PMBOK's emphasis on proactive risk management, which includes planning for risks and having response strategies ready to implement when needed<sup>123</sup>.

Reference: Project Risk Management According to the PMBOK<sup>1</sup>

The Standard for Risk Management in Portfolios, Programs, and Projects<sup>2</sup> Risk Management Process for PMP® - Project Management Academy<sup>3</sup>

3.A project manager is working on an agile project in a changing business environment. The project sponsor is worried about benefits realization and asks the project manager to pay attention to changes that can affect the project.

Which action should the project manager take to identify changes that may affect the product?

- A. Implement face-to-face communication between the team and product owner to change the iteration

objectives as needed.

B. Stop the iteration as soon as possible in case an external change that makes the product invaluable is identified.

C. Take action to reprioritize the backlog after every iteration to evaluate if user stories are still valuable to the business.

D. Apply a pair programming technique to react to changes immediately, even in the middle of the interaction.

**Answer: C**

**Explanation:**

In an agile project, it is crucial to continuously assess the project's direction and priorities to ensure alignment with business objectives and adapt to changes in the business environment. Reprioritizing the backlog after every iteration allows the project manager and the team to evaluate the value and relevance of user stories in light of any new developments or changes. This practice ensures that the project remains focused on delivering the most valuable features to the business and can adapt to changes quickly and efficiently.

: (Professional in Business Analysis Reference Materials source and documents) A Guide to the Project Management Body of Knowledge (PMBOK® Guide)

The PMI Guide to Business Analysis

Business Analysis for Practitioners: A Practice Guide

4. In a geographically distributed team, a developer continues to delay a coding activity. This activity is on the critical path. The project manager found out that the delay is due to the developer's lack of understanding of the customer requirements shared by the off-site team.

What should the project manager do?

A. Replace the developer with a skilled resource.

B. Perform a root cause analysis (RCA) with the team members.

C. Facilitate communication to ensure clarification of the requirements.

D. Conduct frequent performance reviews.

**Answer: C**

**Explanation:**

In a situation where a developer is delaying a critical path activity due to a lack of understanding of customer requirements, the project manager should facilitate communication to ensure clarification of the requirements. This approach aligns with the best practices in project management and business analysis, which emphasize the importance of clear communication and understanding of stakeholder requirements for project success. By clarifying the requirements, the developer can gain a better understanding of what is expected and proceed with the coding activity, thus mitigating the delay on the critical path.

Reference: PMI's Guide to the Project Management Body of Knowledge (PMBOK® Guide) emphasizes the importance of stakeholder engagement and effective communication to ensure that project requirements are understood and met<sup>1</sup>.

The PMI Professional in Business Analysis (PMI-PBA)® highlights the role of communication in business analysis, including the need for clarity and the avoidance of misunderstandings<sup>23</sup>. Discussions among PMP professionals also suggest that once a root cause analysis is performed and the issue is identified, the next step is to address the issue directly, which in this case involves clarifying the requirements<sup>1</sup>.

5. A project scope statement has been approved, and the project manager and core team have been assigned to the project. Suddenly, the project manager takes a temporary leave of absence due to a medical emergency. While the project manager is on leave, the team develops the project schedule. When the project manager returns, a detailed schedule is almost complete.

What should the project manager do?

- A. Ensure that the schedule is aligned with the vision and objectives.
- B. Escalate the compliance issue to the project management office (PMO).
- C. Congratulate the team and move on to the execution phase.
- D. Develop a new detailed schedule with the team and project sponsor.

**Answer:** A

**Explanation:**

When a project manager returns from an absence to find a nearly complete project schedule developed by the team, the priority should be to ensure that the schedule aligns with the project's vision and objectives. This is crucial because the project scope statement, which includes the project's vision, objectives, and work breakdown structure, guides all project activities. The project manager must review the developed schedule against the approved project scope statement to ensure that all project work aligns with the documented objectives and deliverables. If discrepancies are found, the project manager should work with the team to make necessary adjustments. This approach helps maintain the project's integrity and ensures that the final deliverables will meet the stakeholders' expectations.

: (Based on the Project Management Professional (PMP) guidelines and standards from PMI's resources123