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## PMI Project Management Professional (2025 Version) (PMP中文版) Sample

## Questions (Q1656-Q1661):

### NEW QUESTION # 1656

所有專案團隊成員都會向專案經理諮詢各種決策。由於專案經理通常整天忙於會議，這會導致某些任務的延誤。專案經理應該做什麼來防止這些延誤？

- A. 2 週內與團隊會面，回應所有未完成的任務。
- B. 查看帕累托圖以確定延遲的來源。
- C. 將決策權集中到專案經理手中。
- D. 將部分任務的決策權委託給團隊。

**Answer: D**

Explanation:

Delegating decision-making authority to team members can help alleviate delays caused by the project manager's unavailability due to meetings or other commitments. This approach empowers team members to make decisions on certain tasks without waiting for the project manager, thus maintaining project momentum and efficiency. Effective delegation involves assigning the right tasks to the right people and providing them with the necessary authority and responsibility to complete those tasks<sup>1,2</sup>.

Reference:

"Delegation and sharing of authority by the project manager" from the Project Management Institute<sup>1</sup>.

PMBOK Guide's discussion on group decision-making processes and the importance of delegation within project teams<sup>2</sup>.

### NEW QUESTION # 1657

專案經理最近被分配到一個敏捷項目，並發現該專案的承包商沒有任何敏捷經驗。專案經理該做什麼？

- A. 向承包商發出正式通知以獲得敏捷認證
- B. 諮詢專案團隊以了解承包商的訓練需求程度
- C. 請專案發起人更換承包商，因為他們沒有敏捷經驗
- D. 自專案開始以來，指導承包商接受敏捷培訓

**Answer: B**

Explanation:

The project manager should consult the project team to understand the extent of the training needs for the contractor. This is consistent with the agile value of individuals and interactions over processes and tools<sup>1</sup>. The project manager should also collaborate with the contractor to provide them with the necessary guidance and coaching on the agile principles and practices<sup>2</sup>. Asking the project sponsor to replace the contractor since they do not have agile experience (A) is not a good option since it may cause unnecessary delays and costs for the project. Issuing a formal notice to the contractor to obtain an agile certification (B) is also not appropriate since it may create a sense of distrust and resentment in the contractor. Instructing the contractor to receive agile training since the project has already started (D) is not a sufficient action since it does not address the specific needs and expectations of the project team and the contractor. References:

\* 1: Agile Practice Guide, Chapter 1, Section 1.2.1

\* 2: Agile Practice Guide, Chapter 2, Section 2.3.2.2

### NEW QUESTION # 1658

高級項目經理已將初級項目經理納入項目團隊。在輔導課程中，初級項目經理詢問高級項目經理如何提高效率並減少返工。

高級項目經理應該如何應對？

- A. 監控資源分配，確保團隊成員每天工作 8 小時。
- B. 將項目任務分配給團隊，無論他們完成項目進度的技能如何。
- C. 安排與主要利益相關者的每日會議，以評估項目管理計劃的有效性。
- D. 使用工作分解結構 (WBS) 根據項目和資源要求創建項目進度表。

**Answer: D**

### NEW QUESTION # 1659

在系統演示期間，專案利害關係人拒絕了最近使用者故事中完成的功能。  
據利害關係人稱，該產品不符合法規所要求的品質標準。  
專案經理應該做些什麼來避免這種情況？

- A. 與產品所有者一起審查，確認迭代過程中處理的故事的所有驗收標準均已滿足
- B. 確保利害關係人的顧慮在迭代中得到妥善解決，以避免將來出現挫折
- C. 確保專案發起人了解專案範圍，以避免將來出現任何投訴
- D. 與產品所有者一起審核，迭代中處理的所有故事均在專案待辦事項中

**Answer: A**

Explanation:

The project manager should ensure that all acceptance criteria are met for the user stories worked on in the iteration. This involves verifying that the features developed align with the quality standards required by regulations. Acceptance criteria are conditions that a software product must satisfy to be accepted by a user, customer, or other stakeholders<sup>12</sup>. By reviewing these criteria with the product owner, the project manager can ensure that the product meets the necessary quality standards before it is demonstrated to stakeholders, thus avoiding rejection during the system demo<sup>3</sup>.

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PMI's Code of Ethics and Professional Conduct, which outlines the responsibility of adhering to quality standards and regulations<sup>3</sup>.  
The PMBOK Guide, which provides guidelines for quality management and stakeholder engagement<sup>2</sup>.  
The PMI Guide to Business Analysis, which includes standards for business analysis and requirements management<sup>4</sup>.

#### NEW QUESTION # 1660

專案團隊的一些成員對先前在 Scrum 環境中工作的新團隊成員感到沮喪。這位新團隊成員每天都會與專案團隊成員接觸，似乎在嘗試參加單獨的站立會議。  
專案經理該做什麼？

- A. 向專案團隊發送電子郵件，概述溝通策略。
- B. 為專案團隊安排一次會議來檢視溝通管理計畫。
- C. 指導新團隊成員了解專案團隊正在使用的方法。
- D. 告訴專案團隊的其他成員繼續與新團隊成員討論。

**Answer: C**

Explanation:

The project manager should mentor the new team member on the methodology the project team is using. The new team member may be used to the Scrum approach, which involves daily standup meetings where each team member reports their progress, challenges, and plans for the day. However, the project team may be following a different methodology that does not require such frequent and informal communication. The project manager should explain to the new team member the rationale, benefits, and expectations of the chosen methodology, and how it differs from Scrum. The project manager should also provide feedback and guidance to the new team member on how to adapt to the new work environment and collaborate effectively with the rest of the team. By mentoring the new team member, the project manager can help them integrate into the project team and reduce the frustration and confusion among the team members<sup>123</sup>. References: = PMBOK Guide, Sixth Edition, pages 349-350, 368-369; Agile Practice Guide, pages 28-29, 50-51; How to Mentor a New Team Member.

#### NEW QUESTION # 1661

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