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PMI Project Management Professional (2025 Version) (PMP中文版) Sample Questions (Q1913-Q1918):

NEW QUESTION # 1913
一位新專案經理了解到分配給團隊的工作已經分解到最低級別。專案經理審查了工作並認為缺少一些額外的有用資訊。
專案經理應該審查什麼？

- A. 需求可追溯性矩陣
- B. 業務需求文件（BRD）

- C. WBS 字典
- D. 專案章程與範圍說明

Answer: C

Explanation:
A WBS dictionary is where the details of the tasks, activities, and deliverables of the work breakdown structure are located. The content includes whatever milestones are related, the project scope and in some instances dates, resources, cost and quantity.

NEW QUESTION # 1914
專案經理正在領導一家零售公司的整合專案。此專案需要利害關係人投入大量時間來做出重要的業務決策。該項目至關重要，必須在預算範圍內按時完成。
專案經理應該做什麼來確保關鍵利害關係人可以參與專案？

- A. 安排與所有利害關係人的會議，以便在需要時做出業務決策。
- B. 與可用的利害關係人合作制定業務決策，並向所有無法使用的利害關係人通報情況。
- C. 提前與利害關係人分享專案進度、里程碑和會議議程。
- D. 在專案進度中加入時間儲備，以便為利害關係人提供額外的時間來做出決策。

Answer: C

Explanation:
To ensure that key stakeholders are available for the project, the project manager should take the following actions:
1.Share Project Information: Regularly share the project schedule, milestones, and meeting agendas with stakeholders well in advance. This allows them to plan their availability and allocate time for important business decisions.
2.Effective Communication: Maintain open and transparent communication with stakeholders. Clearly communicate the critical nature of the project and the need for their active participation.
3.Prioritize Stakeholder Engagement: Identify the most critical stakeholders and prioritize their involvement.
Ensure that they are informed about key decision points and are available during those times.
4.Mitigate Risks: Anticipate potential scheduling conflicts and risks related to stakeholder availability. Plan accordingly by scheduling meetings at times when key stakeholders are likely to be available.
5.Flexibility: While scheduling meetings, be flexible and consider different time zones, work hours, and other constraints that may impact stakeholder availability.
By proactively sharing information and involving stakeholders early, the project manager can increase the chances of timely decision-making and successful project completion.
References:
1.[Delivering business value: The most important aspect of project management](https://www.pmi

NEW QUESTION # 1915
一位專案經理被授權開始一個專案，並意識到需要一支高效的團隊來成功完成這個專案。專案經理下一步該做什麼？

- A. 設定性能標準和方向。
- B. 根據技能或潛力選擇成員。
- C. 確定專案範圍並設定明確的團隊目標。
- D. 召開早期啟動會議和定期每週會議。

Answer: B

NEW QUESTION # 1916
專案團隊即將完成衝刺，以交付關鍵可交付成果。專案團隊告訴專案經理，交付成果不符合客戶規定的專案標準，並堅持重新制定交付成果以滿足標準。這將導致該項目延遲兩週。
專案經理該做什麼？

- A. 同意團隊的意見，最好的前進方式是提高交付成果的品質以滿足標準，即使這需要更多時間。
- B. 要求團隊在不延長時間的情況下，以盡可能高的品質推進交付。
- C. 讓團隊重新完成可交付成果，並將專案交付延遲兩週。
- D. 與贊助商會面，強調品質標準較差，並要求額外兩週的時間來重新完成可交付成果。

Answer: A

NEW QUESTION # 1917
因 IT 專案缺乏透明度而感到沮喪的關鍵利害關係人拒絕參加新專案會議的邀請。
敏捷專案經理應該怎麼做才能讓利害關係人參與專案？

- A. 向利害關係人展示專案管理計劃並向他們保證他們將定期收到專案更新。
- B. 透過遵守專案承諾來與利害關係人建立信任，並使用演示會議來收集回饋並重新調整目標。
- C. 使用利害關係人映射來記錄下一次迭代計劃會議的影響力和興趣程度。
- D. 將利害關係人介紹給專案團隊，並邀請他們參加 IT 團隊的下一次迭代審核會議。

Answer: B

Explanation:
Building trust with stakeholders is a critical aspect of stakeholder engagement in agile project management.
By keeping project commitments and involving stakeholders in demo sessions, the project manager can create a transparent environment where feedback is actively sought and valued. This approach not only helps in realigning goals with stakeholder expectations but also fosters a sense of ownership and collaboration. Engaging stakeholders in such a manner is consistent with the principles of agile methodologies, which emphasize customer collaboration and responding to change12.
References:
* "Engaging Stakeholders for Project Success." Project Management Institute. Accessed 2023.
* "Manage Stakeholder Engagement." Project Management Professional (PMP). Accessed 2023.
* "Golden Rules of Stakeholder Engagement in Business Analysis." Business Analyst Times. Accessed
2023.

NEW QUESTION # 1918
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