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最新的 Project Management Professional PMI-RMP 免費考試真題 (Q13-Q18):

問題 #13

A risk manager creates a survey for project stakeholders to obtain their opinions on high levels of risk. Key questions in the survey address acceptable levels of cost increases and schedule delays.

What is the risk manager trying to determine?

- A. Risk exposure
- B. Risk attitude
- C. Risk threshold
- D. Risk urgency

答案： C

問題 #14

You are the project manager of RTF project for your organization. You are working with your project team and several key stakeholders to create a diagram that shows causal factors for an effect to be solved.

What diagramming technique are you using as a part of the risk identification process?

- A. Cause and effect diagrams
- B. Predecessor and successor diagramming
- C. Influence diagrams
- D. System or process flow charts

答案： A

問題 #15

The project director and project manager have met with the board and determined that the project has depleted the entire contingency reserve and has started eroding the profit margin.

The project manager would like the risk manager to take full advantage of opportunities.

Which response should the risk manager take?

- A. Transfer
- B. Exploit
- C. Accept
- D. Mitigate

答案： B

解題說明：

The risk manager should choose to exploit opportunities, as this response aims to maximize the positive effects of opportunities, which can help recover the project's contingency reserve and profit margin.

Exploit is a positive risk response strategy that aims to ensure that the opportunity is realized 1. It involves eliminating the uncertainty associated with a particular upside risk and making it happen 2. For example, if there is an opportunity to reduce the project cost by using a cheaper supplier, the project manager can exploit it by signing a contract with the supplier and securing the savings. Exploit is the opposite of avoid, which is a negative risk response strategy that seeks to eliminate the threat or protect the project from its impact 2.

The other options are not appropriate for taking full advantage of opportunities. Mitigate is a negative risk response strategy that reduces the probability and/or impact of a threat 2. It is the opposite of enhance, which is a positive risk response strategy that increases the probability and/or impact of an opportunity 1. Accept is a risk response strategy that involves acknowledging the risk and not taking any action unless the risk occurs 2.

It can be applied to both threats and opportunities, but it does not actively pursue them. Transfer is a negative risk response strategy that shifts the impact of a threat to a third party, along with ownership of the response 2. It is the opposite of share, which is a positive risk response strategy that allocates ownership of an opportunity to a third party who is best able to capture it for the benefit of the project 1.

References: 1: How To Exploit and Enhance Project Opportunities - Project Risk Coach 2 2: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 443-4451

問題 #16

As a project approached completion, a risk manager conducted a risk response audit and verified the effectiveness of risk responses. What should the risk manager do next?

- A. Run a workshop to analyze the effectiveness of the risk plan.
- B. Close and communicate the results of the risk response actions.

- C. Conduct a risk reserve analysis and document the results.
- D. Verify that all risk response actions have been documented.

答案： B

解題說明：

After verifying the effectiveness of the risk responses, the next step is to close out the risk response actions and communicate the results to relevant stakeholders. This ensures that the project team and stakeholders are aware of how risks have been managed and that any lessons learned can be applied to future projects. This aligns with PMI's emphasis on communication and documentation in risk management to ensure transparency and continuous improvement.

問題 #17

Mary is a project manager in her organization. On her current project she is working with her project team and other key stakeholders to identify the risks within the project. She is currently aiming to create a comprehensive list of project risks so she is using a facilitator to help generate ideas about project risks. What risk identification method is Mary likely using?

- A. Expert judgment
- B. Brainstorming
- C. Delphi Techniques
- D. Checklist analysis

答案： B

問題 #18

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