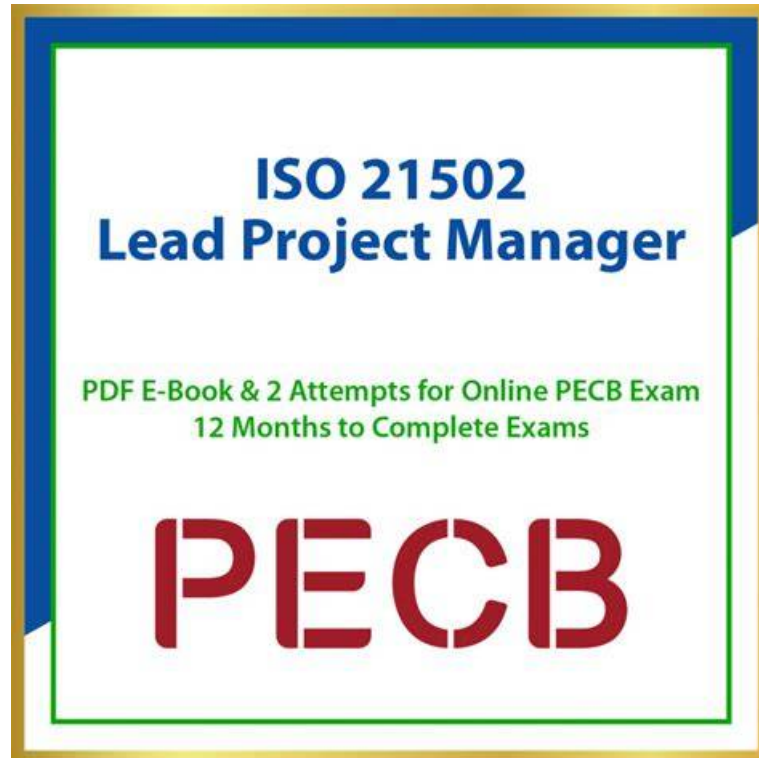


最高のISO-21502-Lead-Project-Manager合格問題 &合格スムーズISO-21502-Lead-Project-Manager資格参考書 |更新するISO-21502-Lead-Project-Manager試験問題集



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PECB ISO-21502-Lead-Project-Manager Exam Syllabus Topics:

Section	Weight	Objectives
Topic 1: Individual Management Practices for a Project	36.25%	- Directing and Executing Work - Closing and Evaluating the Project - Planning and Estimating Activities - Initiating and Starting a Project - Monitoring and Controlling Performance
Topic 2: Integrated Project Management Practices	35%	- Project Organization and Roles - Project Risk and Opportunity Management - Project Communication and Reporting - Project Scope and Planning - Project Integration Management
Topic 3: Fundamental Principles and Concepts of Project Management	28.75%	- Project Life Cycle and Phases - Project Management Principles - Project, Program and Portfolio Distinctions - Overview of ISO 21502 Standard - Project Governance and Stakeholders

PECB ISO-21502-Lead-Project-Manager資格参考書、ISO-21502-Lead-Project-Manager試験問題集

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PECB ISO 21502 Lead Project Manager Exam 認定 ISO-21502-Lead-Project-Manager 試験問題 (Q49-Q54):

質問 # 49

Scenario:

Mallebare is an American company which designs and manufactures gaming accessories. Apart from keyboards, mice, and controllers, the company also manufactures high-quality headsets for which it is widely known. Recently, upon the request of numerous gamers, the company decided to manufacture mousepads too.

For this project, Luke, the CEO of the company, assigned Ross, a senior designer of the company, as the project manager, whereas Smith, a senior engineer, was assigned as project sponsor. In addition, Luke stated the project should be complete within three months, as the company is aiming to promote the mousepads in a major gaming tournament. Lastly, Luke required them to utilize the guidelines of ISO 21502 to manage the project.

Initially, Ross mobilized the team and held a meeting with them to discuss and develop the project plan. He asked the team members to ensure that major functional aspects of the project are covered in the project plan and to identify any issue that might arise throughout the project life cycle. Ross explained that this request comes as a result of the tight deadline of the project and the team must develop a concise plan. Ross added that the plan will not be changed in any circumstance and will be followed in detail. Following that, Ross and the team discussed the engagement of all relevant stakeholders throughout the project. Ross used a power/interest matrix to categorize all stakeholders in four different groups, where the tournament organizers were categorized as stakeholders with low interest but high power in the project. On the other hand, end users, the gamers, were categorized as stakeholders with high interest and high power in the project, so the project team created a survey to determine their needs and requirements.

Moreover, Ross was aware of the importance of effective communication for the success of the project.

Therefore, he developed a communication plan which would ensure that each individual involved in the project gets the right information in a timely manner. The plan indicated that ad hoc discussions would be conducted in more complex and personal cases, whereas notes and text messages would be used for transmitting simple and factual information. Ross claimed that this model had been successful in previous projects conducted by the company because it allows faster processing of information and includes natural use of language. In addition, Ross determined that a relationship among project team members needs to be established to ensure productive work.

Question:

Based on which communication model did Ross develop the communication plan? Refer to the last paragraph of scenario 6.

- A. Cross-cultural communication
- B. Gulf of execution and evaluation
- C. Effectiveness of communication channels

正解: C

解説:

The correct answer is B. Effectiveness of communication channels . Ross selected communication methods according to the nature and complexity of the information being transmitted. He planned ad hoc discussions for complex and personal matters, and notes or text messages for simple and factual information. This reflects the principle that communication channels differ in richness, speed, feedback capability, personal focus, and suitability for the message. Richer channels, such as direct discussion, are more effective when information is ambiguous, sensitive, complex, or requires immediate feedback. Leaner channels, such as notes or text messages, are suitable for simple, factual, routine, or low-risk information. Ross's explanation that the model allows faster processing of information and uses natural language directly supports the idea of channel effectiveness. Option A is incorrect because the scenario does not focus on cultural interpretation, language barriers, or cross-cultural norms. Option C is also incorrect because the gulf of execution and evaluation concerns user interaction and usability, not the selection of communication media in project communication planning.

Reference topics: communication planning, communication channels, channel effectiveness, information complexity, stakeholder communication.

質問 # 50

What is a work package?

- A. The sequence of stages determining the minimum time needed for completing the project
- B. A method that uses a set of measures associated with scope, schedule, and cost to determine the cost and schedule performance of a project
- C. The smallest unit of a work breakdown structure for which the cost and duration are estimated and managed

正解: C

解説:

The correct answer is A. A work package is the smallest unit of a work breakdown structure for which cost and duration are estimated and managed. It represents a manageable portion of project work that can be assigned, estimated, scheduled, monitored, controlled, and reported. Work packages are important because they provide a practical bridge between high-level scope and detailed project execution. They help define what must be delivered, who is responsible, what resources are needed, how long the work should take, and how performance will be tracked. Option B is incorrect because it describes earned value analysis or earned value management, not a work package. Option C is incorrect because it refers to a sequence of stages or critical path logic, not WBS decomposition. In a properly structured WBS, work packages sit at the lowest level of decomposition and support cost estimation, schedule development, responsibility assignment, and progress measurement. The uploaded source question gives this exact description as the correct option.

PMBOK also supports this interpretation by describing WBS elements as components for which deliverable, activity, and planning information can be defined.

Reference topics: work package, WBS, scope decomposition, cost estimation, duration estimation, work control.

質問 # 51

For what purpose, among others, can the documentation of project objectives, benefits, rationale, and investment be used?

- A. To define the project schedule
- B. To prioritize project needs and opportunities
- C. To select competent team members

正解: B

解説:

The correct answer is B. Documentation of project objectives, benefits, rationale, and investment can be used to prioritize project needs and opportunities. This type of documentation explains why the project is being considered, what it is expected to achieve, what benefits it should enable, and what level of investment is required. By comparing this information across needs and opportunities, the sponsoring organization can make informed decisions about which initiatives should proceed, which should be deferred, and which may not justify the required investment. Option A is not the best answer because schedule definition requires activity identification, sequencing, duration estimation, resource assumptions, dependencies, and calendar constraints. Objectives and benefits may influence schedule priorities, but they do not define the schedule by themselves. Option C is also incorrect because selecting competent team members depends on required skills, roles, availability, and resource planning. The documentation may indicate the type of capability needed, but it is not primarily used for team selection. Its central use is strategic and investment-based prioritization. The source question set identifies prioritization of project needs and opportunities as the relevant use of this documentation.

Reference topics: project objectives, benefits, rationale, investment, prioritization, business case, project selection.

質問 # 52

Scenario:

Exhibix is a video game developer headquartered in Zagreb, Croatia, which is known for producing therapeutic video games for children dealing with ADHD. In order to improve users' experience, Exhibix suggested undertaking a project that would enable users to interact with the virtual content in the form of holograms through augmented reality glasses in the video games. For this project, the management decided to follow the guidelines of ISO 21502 on project management.

Prior to formalizing project management, the management of Exhibix assessed, among others, the potential impacts that the project management approach may have on both internal and external stakeholders. In addition, they determined if there were sufficient resources, both human and financial, for the formalized project management. Furthermore, during this period, the management decided to assess only the nature of previous projects, due to their successful delivery.

After formalizing project management, the project board organized a meeting during which they delegated their responsibilities to the project sponsor. Following this meeting, the project sponsor and project manager proceeded to define the project phases and their time frames. Considering the complexity of the project, the project manager suggested leaving open the possibility of overlapping certain phases of the project.

The preparations began in June, and the project manager and the team, consisting of 20 highly skilled professionals, had approximately six months to implement the project. During the implementation of the project, the project team noticed that the low maturity level of the company's project management and the limited availability of resources were likely to have a negative impact on the performance of the project. With the deadline approaching, the team was also under a lot of pressure to close the project on time.

They were confronted with numerous challenges with the AR software, which led to the extension of the deadline for the project completion. During this period, the project office assisted the project manager and the team by providing administrative support and managing information regarding the project. Following these events, the project manager and the team were able to complete the project within the new set deadline. After the project sponsor confirmed the project closure, the AR glasses were released for use.

Question:

According to scenario 2, the project sponsor confirmed the project closure. Is this acceptable?

- A. No, the project office has to confirm the project closure
- **B. Yes, the project sponsor can confirm the project closure**
- C. No, the project manager should confirm the project closure

正解: B

解説:

Yes. The project sponsor can confirm project closure. In ISO 21502-aligned project management, the sponsor is the role that provides business direction, supports authorization, maintains the link with the sponsoring organization, and helps ensure that the project remains justified and aligned with expected outcomes and benefits. Project closure is not only an administrative event; it is a governance decision confirming that the project has reached an appropriate end point. Closure normally includes confirming completion status, acceptance or transition of deliverables, unresolved issues, remaining risks, lessons learned, documentation, release of resources, and any handover to operations or users. The project manager usually coordinates the closure process and prepares the relevant records, but the sponsor or authorized governance body can confirm closure from the business and governance perspective. In the scenario, the project manager and team completed the project within the revised deadline, after which the sponsor confirmed closure and the AR glasses were released for use. This is acceptable because the sponsor has the authority to confirm that the project can be formally closed and transitioned. The project office may support closure documentation but does not replace sponsor authority.

Reference topics: project sponsor, project closure, acceptance, transition to use, governance decision, release of project outputs.

質問 # 53

Scenario:

Oakniture is a furniture manufacturer located in Bristol, England. It is known for its kitchen tables made out of different types of wood, such as chestnut, walnut, and oak. In early 2022, Lana, one of the senior researchers of the company, conducted a feasibility study to determine if there is a market for oak wood coffee tables, which indicated that the demand for oak wood coffee tables is relatively high. As such, Lana prepared a project brief and presented it to the top management of the company. The project brief included information on the project context and project objectives. After several discussions, the top management agreed that the project should be undertaken, but lastly, they asked Lana about the project duration. Lana claimed that the project duration cannot be determined and such information was not provided in the project brief; however, she added that the project duration will mainly depend on the competencies of the project team and on Oakniture's suppliers of wood.

Following that, the top management initiated the project and assigned Tom, the operations director, as the project manager, and Lana as the project sponsor. To manage the project, they decided to use the guidelines of ISO 21502.

Initially, Tom defined the governance and management framework alone, and then he mobilized the team and assigned the roles and responsibilities to each team member. In addition, Tom and the project team identified the stakeholders and developed the project plan. To ensure effective management of each project phase, Tom used a work breakdown structure (WBS) to organize project activities. Tom presented the project activities in the WBS by linking task dependencies and showing project milestones. In addition, Tom calculated the duration of each work package by determining the early start and early finish dates. Regarding the relationship between work packages, Tom required the project team to perform tasks in the predetermined order, regardless of any resource shortages they might experience.

A week after the project implementation began, Tom collected and analyzed data regarding the progress of the project. To keep everyone up to date, he held a meeting with Lana and project stakeholders.

Question:

Tom asked the project team to perform tasks in the predetermined order, regardless of resource shortages.

What rule did Tom follow in this case?

- A. Defining task relationships between work packages
- B. Reflecting only sequence constraints between work packages
- C. Reflecting sequence and resource constraints between work packages

正解: B

解説:

The correct answer is A. Tom followed the rule of reflecting only sequence constraints between work packages. The scenario states that Tom required the project team to perform tasks in a predetermined order regardless of any resource shortages. This means he prioritized logical or technical sequence dependencies and did not account for resource constraints. Sequence constraints describe the order in which work must be performed, such as when one task must finish before another can start. Resource constraints, however, relate to the availability of people, equipment, materials, funding, facilities, or supplier capacity. If a schedule reflects both sequence and resource constraints, the timing of work may change when resources are unavailable or overallocated. Tom's approach ignored those resource limitations and focused only on task order. Option B is therefore incorrect because the scenario specifically says resource shortages were disregarded. Option C is too general because defining relationships between tasks does not capture the specific issue being tested: whether the schedule logic reflects only sequence constraints or also resource constraints. This is an important scheduling distinction because ignoring resource constraints can produce an unrealistic plan.

Reference topics: schedule management, sequence constraints, resource constraints, work package dependencies, project planning

質問 # 54

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