

PMI-RMPテスト問題集 &保証するPMI PMI-RMP更新された試験の成功PMI-RMP受験資格



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PMI PMI-RMP Exam Syllabus Topics:

Section	Weight	Objectives
Perform Specialized Risk Analyses	14-16%	- Perform advanced quantitative analysis (e.g., Monte Carlo, decision trees) - Conduct specialized risk assessments (e.g., regulatory, compliance) - Analyze complex risk scenarios and dependencies - Perform qualitative risk analysis - Perform quantitative risk analysis
Risk Process Facilitation	25-28%	- Plan risk responses - Manage contingency reserves - Implement risk responses - Evaluate risk response effectiveness - Identify risks using various techniques - Negotiate risk ownership and accountability - Facilitate risk workshops and meetings - Promote risk awareness and understanding - Collaborate with cross-functional teams
Stakeholder Engagement	19-20%	- Identify stakeholders and their risk tolerance - Communicate risk information effectively - Involve stakeholders in risk management process - Build consensus on risk response strategies - Manage stakeholder expectations regarding risks - Develop risk management strategy - Define risk thresholds and metrics
Risk Strategy and Planning	19-20%	- Integrate risk management into project lifecycle - Establish risk management policies and procedures - Plan risk management activities

- Monitor identified and emerging risks
 - Report risk management performance
 - Review risk audit results
- Risk Monitoring and Reporting 19-20%
- Capture lessons learned regarding risks
 - Evaluate risk response execution
 - Update risk register and documentation
 - Track risk metrics and triggers

>> PMI-RMPテスト問題集 <<

完璧なPMI PMI-RMPテスト問題集は主要材料 & 有用的なPMI-RMP: PMI Risk Management Professional

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PMI Risk Management Professional 認定 PMI-RMP 試験問題 (Q130-Q135):

質問 # 130

A financial service firm adheres to heavily regulated compliance legislation. During the firm's latest project, the Chief Financial Officer (CFO) and the Chief Information Officer (CIO) endorsed a risk-based approach.

This approach ensured compliance with the legislative requirements for properly storing confidential employee salary information.

The risk manager recorded this information in the project's risk management plan.

What is the organization's risk maturity level?

- A. Low maturity
- B. Medium maturity
- **C. High maturity**
- D. No maturity

正解: C

解説:

An organization that uses an integrated, risk-based approach supported by executive management and documents this in a risk management plan demonstrates a high level of risk maturity. This aligns with best practice models such as the PMI's Organizational Project Management Maturity Model (OPM3) and ISO

31000:

"High maturity organizations have risk management integrated with governance and strategic decision-making, with executive-level endorsement and formal documentation."

- ISO 31000:2018, Section 5.2

"At the highest maturity, risk management is part of the culture and is proactively used to achieve objectives."

- OPM3, PMI

References:

ISO 31000:2018, Section 5.2

PMI OPM3 Model

質問 # 131

The project manager leading a company's digital signature initiative for engineering drawings has identified threats and opportunities using a strengths, weaknesses, opportunities, and threats (SWOT) analysis.

What are two potential threats or opportunities under the SWOT analysis? (Choose two.)

- A. An elimination of manual steps associated with recording wet signatures

- B. A growing number of competitors with digital signatures.
- C. The management team agreeing to include more resource for the digital signature initiative.
- D. The growing adoption of mobile communications in the industry.
- E. The organization's professional engineers having reservations about possible information tampering.

正解: B、E

解説:

SWOT analysis identifies strengths, weaknesses, opportunities, and threats. In this case, B and C are potential threats or opportunities. B is a threat as engineers' reservations may hinder the initiative, and C is an opportunity as growing competition may drive the company to improve its digital signature capabilities.

A SWOT analysis is a technique used to identify the strengths, weaknesses, opportunities, and threats of a project, organization, or option. It helps to evaluate the internal and external factors that can affect the project's success or failure. In this question, the project manager has used a SWOT analysis to identify the threats and opportunities for the digital signature initiative. A threat is an external factor that can negatively impact the project's objectives, while an opportunity is an external factor that can positively impact the project's objectives. Therefore, two potential threats or opportunities under the SWOT analysis are:

* B. The organization's professional engineers having reservations about possible information tampering.

This is a threat because it can reduce the acceptance and adoption of the digital signature initiative by the key stakeholders, who are the professional engineers. They may have concerns about the security, reliability, and validity of the digital signatures, and may prefer to use the traditional wet signatures.

This can affect the project's scope, quality, and stakeholder satisfaction.

* C. A growing number of competitors with digital signatures. This is an opportunity because it can create a competitive advantage for the organization, as it can offer faster, cheaper, and more efficient services to its clients. The digital signature initiative can also help the organization to comply with the industry standards and regulations, and to enhance its reputation and brand image. This can affect the project's schedule, cost, and profitability.

The other options are not threats or opportunities under the SWOT analysis, because they are either internal factors or not relevant to the project's objectives. They are:

* A. The management team agreeing to include more resource for the digital signature initiative. This is a strength, not a threat or an opportunity, because it is an internal factor that can help the project to achieve its objectives. It can provide more support, expertise, and funding for the project, and improve the project's performance and quality.

* D. An elimination of manual steps associated with recording wet signatures. This is a benefit, not a threat or an opportunity, because it is an outcome or result of the project, not a factor that can affect the project. It can improve the efficiency, accuracy, and convenience of the project's deliverables, and reduce the errors, delays, and costs associated with the wet signatures.

* E. The growing adoption of mobile communications in the industry. This is a trend, not a threat or an opportunity, because it is a general change or development in the industry, not a specific factor that can affect the project. It can influence the demand, expectations, and preferences of the project's customers and stakeholders, but it does not directly impact the project's objectives.

References: PMI, 2017. A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Newtown Square, PA: Project Management Institute, Inc., pp. 375-3761 PMI, 2019. Practice Standard for Project Risk Management. Newtown Square, PA: Project Management Institute, Inc., p. 182

質問 # 132

A project manager has determined that an activity is too complex to complete internally so they hire a licensed contractor to complete the work. What is the project manager performing in this situation?

- A. Risk acceptance
- B. Risk mitigation
- C. Risk transfer
- D. Risk avoidance

正解: C

解説:

By hiring a licensed contractor to complete the complex activity, the project manager is transferring the risk associated with that activity to the contractor. This is an example of risk transfer, as the responsibility for managing the risk is shifted from the project manager to the contractor.

According to the PMI Risk Management Professional (PMI-RMP)® Handbook1, one of the domains of the PMI-RMP exam is Risk Response Planning, which involves developing options and actions to enhance opportunities and reduce threats to project objectives1. One of the strategies for negative risks or threats is risk transfer, which involves shifting the impact of a threat to a third party, such as a contractor, a vendor, or an insurer2. In this situation, the project manager is performing risk transfer by hiring a licensed contractor to complete the work that is too complex to complete internally. By doing so, the project manager is transferring

the responsibility and liability of the activity to the contractor, who is expected to have the expertise and resources to handle the complexity. The project manager is not performing risk mitigation, which involves reducing the probability and/or impact of a threat². The project manager is not performing risk acceptance, which involves acknowledging the existence of a threat and making a conscious decision to accept it without taking any action². The project manager is not performing risk avoidance, which involves changing the project plan to eliminate the threat or protect the project objectives from its impact². References: 1: PMI Risk Management Professional (PMI-RMP)® Handbook, page 62: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition, page 436.

質問 # 133

You are the project manager for TTP project. You are in the Identify Risks process. You have to create the risk register. Which of the following are included in the risk register? Each correct answer represents a complete solution. Choose two.

- A. List of identified risks
- B. List of potential responses
- C. List of mitigation techniques
- D. List of key stakeholders

正解: A、B

質問 # 134

A risk manager is assigned to a new system deployment project with a strict contractually agreed-on schedule. One of the key risks identified is the availability of experts because many are shared on other strategic projects in the organization. What should the risk manager do to address this situation?

- A. Call for a project team meeting to review risk strategies and make required adjustments.
- B. Revisit the project charter for scope adjustments and sign them off with the customer.
- C. Escalate the staffing topic to the sponsor and request more budget for contingencies.
- D. Implement a disciplined tracking method and report to stakeholders accordingly.

正解: A

解説:

Explanation

According to the PMI Risk Management Professional (PMI-RMP) Examination Content Outline¹, one of the tasks in the domain of Risk Response is to call for a project team meeting to review risk strategies and make required adjustments, as needed, based on risk monitoring and reporting¹. In this scenario, the risk manager should do this to address the situation of the availability of experts, which is a key risk for the project. The project team meeting will help the risk manager and the project team to evaluate the effectiveness of the current risk response plan, identify any new risks or changes in existing risks, and develop alternative risk strategies and actions to deal with the staffing issue. The project team meeting will also facilitate the communication and collaboration among the project team members and other stakeholders, and ensure that the project objectives and expectations are aligned. The risk manager should not implement a disciplined tracking method and report to stakeholders accordingly, because that is not a proactive risk response strategy, but rather a passive risk monitoring and reporting technique². The risk manager should not escalate the staffing topic to the sponsor and request more budget for contingencies, because that is not a feasible or appropriate risk response strategy, as it does not address the root cause of the risk or provide a solution to the problem³. The risk manager should not revisit the project charter for scope adjustments and sign them off with the customer, because that is not a risk response strategy, but rather a scope management process that may have negative impacts on the project quality, cost, and schedule, and may violate the contractual agreement with the customer⁴. References: 1: PMI Risk Management Professional (PMI-RMP) Examination Content Outline, page 102: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 4563: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 4364: A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition, page 133.

質問 # 135

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