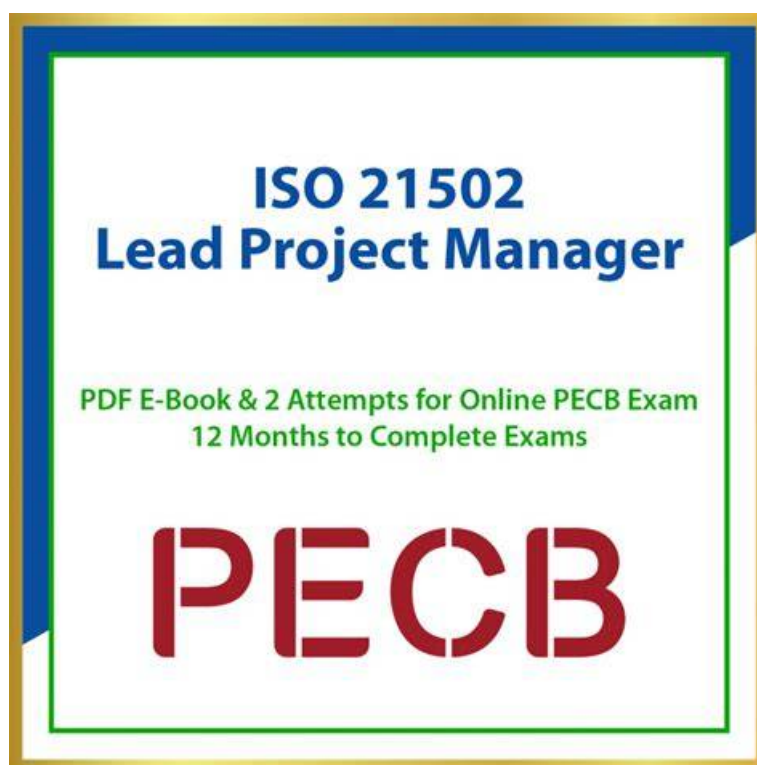


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PECB ISO-21502-Lead-Project-Manager Exam Syllabus Topics:

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

ISO-21502-Lead-Project-Manager考題資源，ISO-21502-Lead-Project-Manager考題套裝

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最新的 ISO 21502 ISO-21502-Lead-Project-Manager 免費考試真題 (Q75-Q80):

問題 #75

Scenario:

Headquartered in Geneva, Switzerland, DND is one of the largest worldwide automakers. It first gained global recognition after introducing a sports car, which quickly became highly demanded by sports car lovers around the world. Alec Law, the CEO of DND, and his management team recently decided to embark on a new project, i.e., the production of alternative fuel cars, which would use an alternative fuel source instead of traditional petroleum fuels, as the other cars of the company do, in order to promote sustainable and low-carbon transportation. For the implementation of this project, the company decided to follow the guidelines of ISO 21502 on project management.

During the development of the project governance framework, the company took into account several factors, including, among others, the legal context of stakeholders. In the project governance, the company also included oversights on the management frameworks and the project life cycle. In order to determine the project life cycle, the external environment was considered, including information on studies that related to similar projects. In addition, the company decided to separate this project governance from its overall governance.

Moreover, the company developed a project organization, where the roles, responsibilities, and authorities in the project were defined. In addition, the responsibilities of the project office and project assurance, among others, were defined. The project organization also included a customer representative. Once the project organization was developed and approved by the project board, it was communicated only to the project team.

As the project was entering its design stage, the project board made a change in the structure of the project organization since one of the work package leaders had resigned from the project in order to be involved in another project of the company.

Question:

Based on the scenario, DND decided to separate the project governance from its overall governance. Is this acceptable?

- A. Yes, the project governance should be integrated only with the governance framework of portfolios and programs
- B. Yes, the project governance should be separated from DND's overall governance
- C. No, the project governance should be an integrated part of DND's overall governance

答案：C

解題說明：

No. The project governance should be an integrated part of DND's overall governance. A project may have its own governance structure, including a project board, project sponsor, assurance role, reporting arrangements, approval controls, and escalation paths. However, these mechanisms should not be separated from the organization's wider governance system. Project governance exists to ensure that the project remains aligned with organizational strategy, investment priorities, compliance obligations, authority structures, ethical standards, and risk appetite. If DND separates project governance from overall organizational governance, project decisions may become inconsistent with corporate objectives, capital allocation rules, regulatory commitments, sustainability goals, or executive accountability. This is especially important in an alternative fuel car project because it has strategic, environmental, financial, and market implications. Governance separation would create a risk that the project operates as an isolated technical initiative rather than as a controlled organizational investment. The PMBOK governance definition reinforces that project governance guides project management activities to create outputs that meet strategic and operational goals, which necessarily links the project to the parent organization's governance framework.

Reference topics: project governance, organizational governance, project board, project sponsor, strategic alignment, governance integration.

問題 #76

According to ISO 21502, what should the process of controlling risks involve?

- A. Determining common causes which can help develop priorities for treating risks
- B. Ensuring that responses to negative risks minimize disruption to the project while responses to positive risks maximize

beneficial impact

- C. Developing options and actions to enhance opportunities and reduce threats to the project

答案： B

解題說明：

The correct answer is C . Controlling risks involves ensuring that responses to negative risks minimize disruption to the project while responses to positive risks maximize beneficial impact. Risk control is not merely the identification or planning of risks; it is the ongoing activity of tracking risk exposure, monitoring risk response effectiveness, identifying new risks, reassessing existing risks, and ensuring that treatment actions remain suitable. Negative risks, or threats, should be managed so that their probability or impact is reduced, transferred, avoided, or otherwise controlled. Positive risks, or opportunities, should be managed so that their probability or beneficial impact is enhanced, exploited, shared, or accepted where appropriate.

Option A refers more to risk categorization or analysis, where common causes can help prioritize treatment.

Option B describes risk response planning, where options and actions are developed before implementation.

Control focuses on whether those responses are working and whether the project remains within acceptable risk exposure.

PMBOK similarly describes risk monitoring as tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness. The uploaded question set records this ISO

21502 risk-control item.

Reference topics: risk control, risk responses, threats, opportunities, disruption minimization, beneficial impact maximization.

問題 #77

Which of the following belongs to adaptive changes?

- **A. Reintroducing a familiar practice**
- B. Introducing a practice new to the practitioners
- C. Introducing a practice that is new to the organization, but not the industry

答案： A

解題說明：

The correct answer is B. Reintroducing a familiar practice . Adaptive change refers to a comparatively low- complexity form of change where people are asked to return to, adjust, or apply something already familiar. It usually does not require a major shift in culture, mindset, technology, or organizational identity. Because the practice is already known, resistance may be lower than with more innovative or transformational changes, although communication, reinforcement, and stakeholder engagement are still required.

Option A, introducing a practice new to the practitioners, is more disruptive because the affected people have no direct familiarity with the practice. Option C, introducing a practice that is new to the organization but not the industry, is closer to an innovative or transitional change because the organization must adopt something externally established but internally unfamiliar. Adaptive change is therefore associated with reintroducing or adjusting known practices rather than creating a radically new way of working. In project management, understanding the type of change helps determine communication, training, stakeholder engagement, transition support, and resistance-management needs. The uploaded source lists this question under the ISO 21502 question set and provides these three alternatives.

Reference topics: adaptive change, organizational change, stakeholder readiness, transition management, change complexity.

問題 #78

Who is responsible for the acceptance of quality standards and product quality requirements?

- **A. Performing organization or customer**
- B. Work package leader
- C. Project manager

答案： A

解題說明：

The correct answer is B. Performing organization or customer . Acceptance of quality standards and product quality requirements belongs to the party that has authority over what the product, service, or result must satisfy. Depending on the project context, this may be the customer, the performing organization, the sponsoring organization, or another authorized acceptance body. The project manager is responsible for planning, managing, and controlling the project so that the agreed quality requirements are met, but the project manager does not unilaterally determine acceptance unless specifically delegated that authority. The work package leader manages assigned work and supports compliance within a defined area, but does not normally own final acceptance of product

quality requirements. Quality standards and requirements must be accepted by the appropriate business or customer authority because they define whether the delivered output is fit for purpose, compliant, and acceptable for use. In practical terms, the performing organization or customer confirms whether the quality expectations reflect organizational needs, customer requirements, contractual obligations, and acceptance criteria.

Reference topics: quality standards, product quality requirements, customer acceptance, performing organization, quality planning.

問題 #79

Scenario:

Tricko is a clothing manufacturer headquartered in Milano, Italy. The company was founded in 2010 by Mario, a famous Italian fashion designer. Over the last few years, the company has seen immense growth and now has a chain of stores across multiple European cities. Following industry trends, the top management of Tricko concluded that the company should establish an online store. As such, they required Lily, an experienced IT engineer, to develop a brief for this potential project. After several meetings and discussions, the top management approved the project brief and assigned Lily as the project manager. For this project, she was instructed to use the guidelines of ISO 21502 on project management.

Lily initiated the project by mobilizing the project team, which included four web developers, two network engineers, and one systems analyst. In order to ensure that every team member is fully aware of their roles and responsibilities, Lily developed team performance domains which would link each project activity with the individuals responsible for undertaking it. She explained to the team members that it is important to clearly understand their roles and responsibilities, considering that the team composition cannot be reassessed or revised once the project plan is authorized to be executed. In addition, Lily defined in a document the project's contribution to the overall objectives of Tricko, which reflected the relevant project requirements and their associated acceptance criteria.

Following that, Lily worked with the project team to discuss project costs. She suggested the team initially establish cost estimates only for the first phase of the project and then for the entire project. In addition, she required cost estimates to be expressed in currency valuations and in labor hours. One of the network engineers suggested that each team member should provide an estimate, and then the team should reach an agreement for a joint estimate. On the other hand, one of the developers suggested establishing an estimate for the costs after the closure of the project, such as advertising and promotion costs. Lily agreed with their suggestions and asked them to provide a total estimate as soon as possible.

Based on the total estimate provided by the project team, Lily developed the project budget and created a list of project activities, divided them into smaller items, and assigned a budget for each item.

Question:

According to scenario 5, Lily defined in a document the project's contribution to the overall objectives of Tricko, which reflected the relevant project requirements and their associated acceptance criteria. What did Lily define in this case?

- A. The project scope
- B. The project management framework

答案: A

解題說明:

The correct answer is A. The project scope . Lily documented the project's contribution to Tricko's overall objectives and reflected the relevant project requirements and associated acceptance criteria. This describes project scope because scope defines what the project is expected to deliver, the boundaries of the work, the requirements to be satisfied, and the conditions under which deliverables will be accepted. In the online store project, scope could include website functionality, product catalogue, payment processing, account management, security controls, hosting environment, user interface, and acceptance criteria for launch readiness. Option B is incorrect because the project management framework defines how the project will be governed and managed, including methods, roles, reporting, controls, and decision processes. Lily's document was not primarily about governance or management methods; it was about what the project contributes, which requirements apply, and how those requirements will be accepted. PMBOK describes project scope management as including the processes required to ensure the project includes all the work required, and only the work required, to complete the project successfully. The source question directly links contribution, requirements, and acceptance criteria to this answer.

Reference topics: project scope, project requirements, acceptance criteria, project objectives, scope definition.

問題 #80

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