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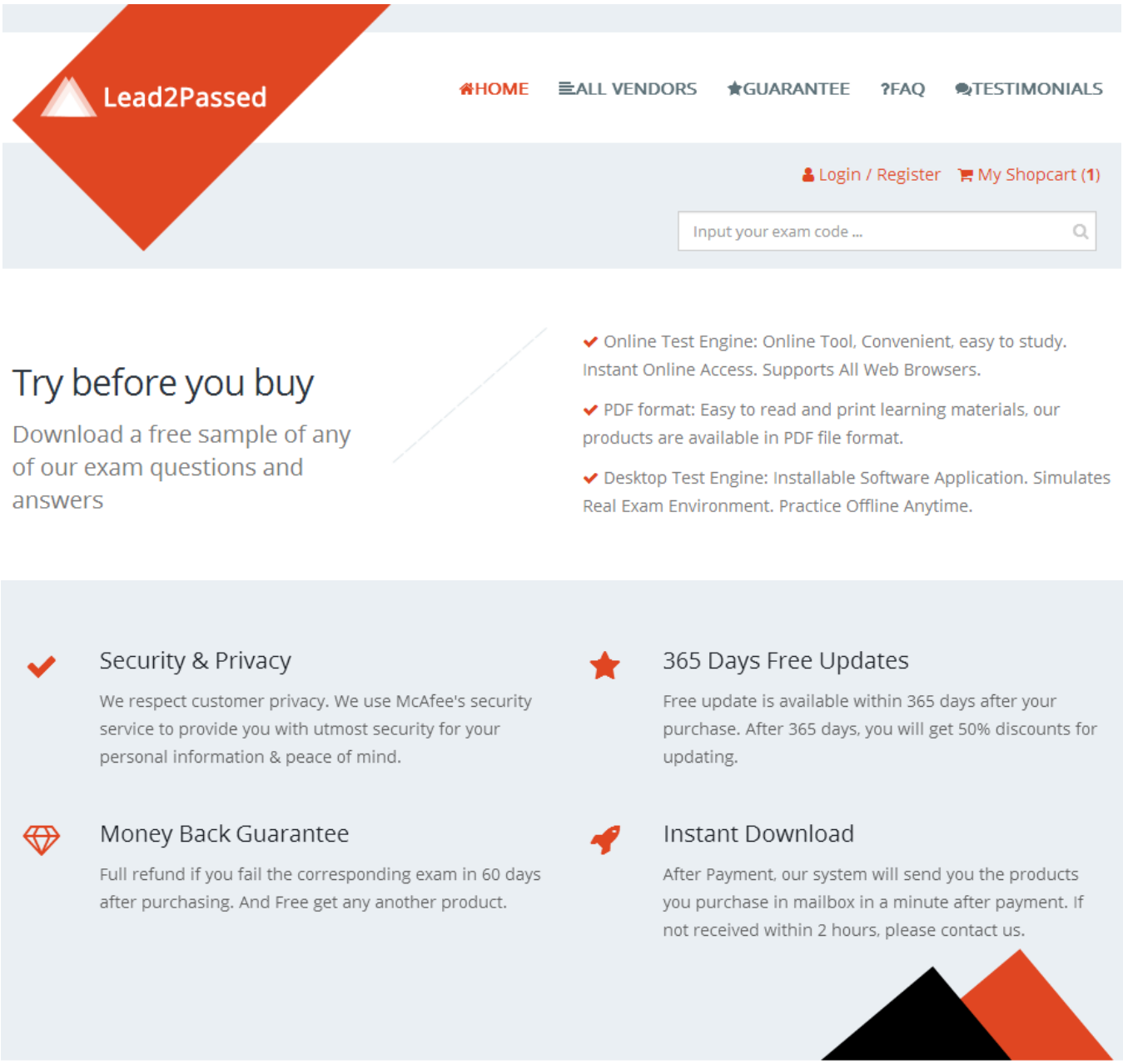

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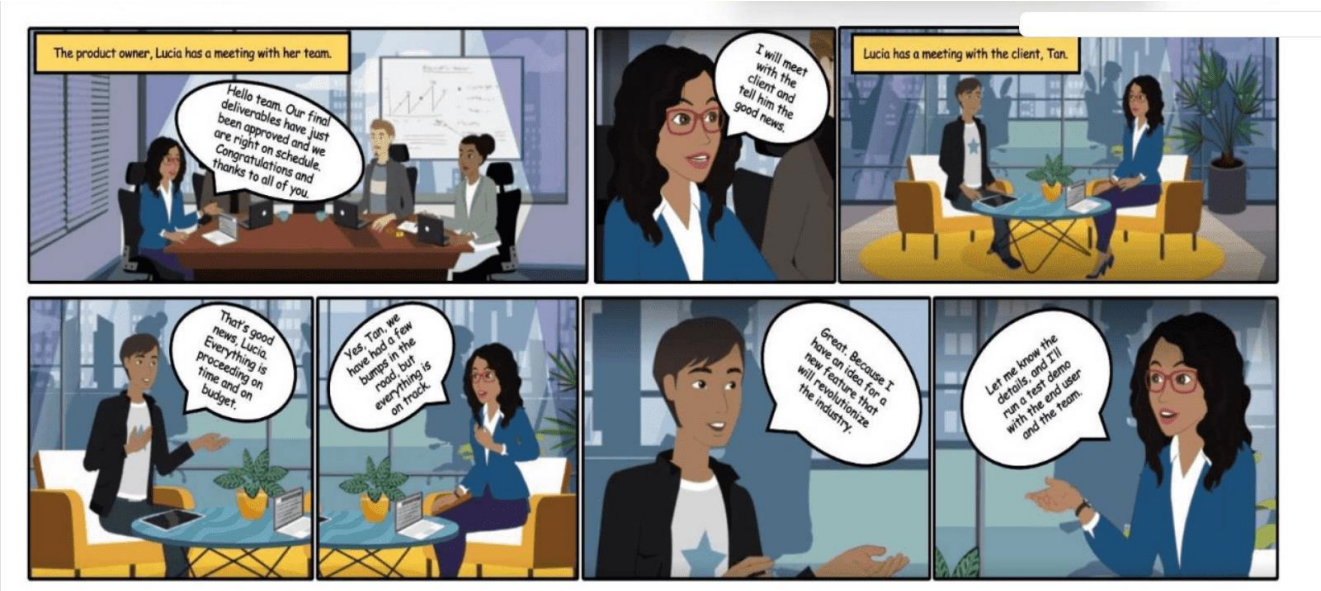
Exam : **CAPM-JPN**

Title : Certified Associate in Project Management (CAPM日本語版)

Vendor : PMI

Version : DEMO

QUESTION NO: 1
プロジェクトマネージャーは、クライアントであるタン氏にその機能を削除するよう勧めた後、どうすべきでしょうか？



A.エンドユーザーからのフィードバックを文書化し、変更管理プロセスに従って、アイデアをテストし、将来の反復で新しいアプローチを試すための小規模なプロトタイプを定義します。
B.エンドユーザーに、機能の結果を簡潔に説明したユーザーストーリーを書いてもらいます。
C.
プロジェクトチームに、タイムラインを再構築し、初期数量を削減することで、この機能を追加するために必要なリソースが確保できるかどうかを確認してください。
D.
プロジェクトが要求された成果物と意図された結果を提供できるよう、ステークホルダーの変更を可能にします。
Answer: A
Explanation:
In the provided comic strip, the Project Manager/Product Owner (Lucia) is faced with a client (Tan) who wants to add a " new feature that will revolutionize the industry " late in the project. Even though the project is currently on track, adding a significant feature requires a disciplined approach to avoid scope creep.
* Why Choice A is correct:
* Change Control Process: In any professional project environment, a new request must go through the formal Change Control Process. This ensures the impact on time, cost, and quality is assessed before any work begins.
* Agile/Iterative Approach: By mentioning " future iterations " and " prototypes, " this choice aligns with Agile best practices. Instead of blindly adding a massive feature, the team tests the idea through small-scale models (prototypes) to validate the " revolutionary " claim before committing full resources.
* Evidence-Based: Documenting end-user feedback ensures that the decision to include or exclude the feature is based on actual data rather than just the client ' s opinion.

Analysis of other options:
* B (Have the end user write a user story): While user stories are great, simply writing one doesn ' t address the impact of the change on the current project constraints. This skips the necessary assessment and approval steps.
* C (Check with the project team... restructure timeline): This is a reactive approach that assumes the feature must be added. A Project Manager should never restructure a timeline or reduce quantities until the change has been officially analyzed and approved.
* D (Enable a stakeholder change): This is vague and doesn ' t follow standard project management terminology. " Enabling a stakeholder change " is not a standard procedure for handling new feature requests.
Key Concept: The Project Management Institute (PMI) emphasizes that the Project Manager must be a " guardian of the scope. " When a client proposes a " revolutionary " idea late in the game, the correct professional response is to funnel that enthusiasm through the Change Control System (Choice A) to protect the project ' s baseline while still being open to future innovation.

QUESTION NO: 2
スケジュール差異（SV）の正しい方程式は、アーンドバリューです。
A. minus planned value [EV - PV].
B. minus actual cost [EV - AC].
C. divided by planned value [EV/PV],
D. divided by actual cost [EV/AC].
Answer: A
Explanation:
According to the PMBOKGuide, Schedule Variance (SV) is a metric used in Earned Value Management (EVM) to determine whether a project is ahead of, on, or behind its baseline schedule.
* The Formula: Schedule Variance is mathematically expressed as:
$$SV = EV - PV$$
Where EV is the Earned Value (the measure of work performed expressed in terms of the budget authorized for that work) and PV is the Planned Value (the authorized budget assigned to scheduled work).
* Interpreting the Result:
* Positive SV ($ > 0$): Indicates the project is ahead of schedule (more work was performed than planned).
* Negative SV ($ < 0$): Indicates the project is behind schedule (less work was performed than planned).
* Zero SV ($=0$): Indicates the project is exactly on schedule.
* Context in Control Costs: SV is a critical indicator in the Control Costs and Control Schedule processes. It provides a more accurate picture of schedule health than simply looking at dates, as it relates the physical work completed to the financial baseline.
Analysis of Other Options:
* B. minus actual cost [EV - AC]: This is the formula for Cost Variance (CV). It measures budget performance rather than schedule performance.
* C. divided by planned value [EV/PV]: This is the formula for the Schedule Performance

Index (SPI).
While it also measures schedule efficiency, it is an index (ratio) rather than a variance (difference).
* D. divided by actual cost [EV/AC]: This is the formula for the Cost Performance Index (CPI), which measures the cost efficiency of the project.

QUESTION NO: 3
調達管理プロセスで使用されるツールまたは手法は次のとおりです。
A.専門家の判断。
B.パフォーマンスレポート。
C.入札者会議。
D.リザーブ分析。
Answer: B
Explanation:
In accordance with the PMBOKGuide (Project Procurement Management), the Control Procurements process is the process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate, and closing out contracts.
Performance reporting is a critical tool and technique in this process because it provides management with information about how effectively the seller is achieving the contractual objectives.
* Function in Control Procurements: It involves collecting and distributing performance information, including status reports, progress measurements, and forecasts. This data allows the project manager to verify that the seller ' s performance meets the requirements defined in the legal agreement.
* Contract Administration: By reviewing performance reports, the project team can identify significant variances from the procurement functional requirements and take corrective action, such as issuing a change request or initiating a dispute resolution process.
* Other Tools in this Process: Other key tools include Claims Administration, Data Analysis (specifically Earned Value Analysis and Trend Analysis), and Inspections/Audits.
Analysis of Distractors:
* A. Expert judgment: While used in many processes, it is a primary tool for Conduct Procurements and Plan Procurement Management, but " Performance Reporting " is more specifically aligned with the monitoring aspect of the Control Procurements process.
* C. Bidder conferences: This is a tool and technique used in the Conduct Procurements process. It involves meetings between the buyer and all prospective sellers prior to the submittal of a bid or proposal to ensure all sellers have a clear, common understanding of the procurement requirements.
* D. Reserve analysis: This is a tool and technique typically used in Estimate Costs, Determine Budget, and Monitor Risks. It involves checking the status of contingency and management reserves to determine if they are still needed or if additional reserves are required.

QUESTION NO: 4
プロジェクトマネージャーが現在の予算を計算しています。プロジェクトの達成価値（EV

）が実際のコスト（AC）よりも低くなっています。
プロジェクトマネージャーはプロジェクトのステータスをどのように報告すればよいでしょうか？
A. コスト差異 (CV) がマイナスであるため、プロジェクトはリスクにさらされています。
B. プロジェクトは予算とスケジュールの範囲内です。
C. プロジェクトは予算内で完了していますが、遅延しています。
D. コスト差異 (CV) がマイナスであるため、プロジェクトは順調に進んでいます。
Answer: A
Explanation:
In the Control Costs process of the PMBOKGuide, Earned Value Management (EVM) is used to provide a snapshot of the project ' s financial and schedule health.
* Why Choice A is correct:
* The Calculation: Cost Variance (CV) is calculated as $CV = EV - AC$.
* The Result: If the Earned Value (EV) is lower than the Actual Cost (AC) (e.g., $EV = 80$ and
$AC = 100$), the result is a negative number ($80 - 100 = -20$).
* Interpretation: A negative CV indicates that the work performed cost more than the value of the work actually achieved. In simpler terms, the project is over budget.
* Risk: Being over budget is a significant risk to project success, as it may lead to resource shortages or the need for additional funding from the management reserve.
Analysis of other options:
* B (Within budget and schedule): This is incorrect because $EV < AC$ explicitly means the project is over budget. We do not have enough information to determine the schedule status (which would require Planned Value), but the cost status is definitely not " within budget. "
* C (Within budget but delayed): This is incorrect because, again, $EV < AC$ means the project is not within budget. Whether it is delayed depends on the Schedule Variance ($SV = EV - PV$), for which data is not provided.
* D (Tracking well as CV is negative): This is a contradiction. A negative Cost Variance is never a sign of " tracking well " ; it is an indicator of poor financial performance.
Key Concept:
The Project Management Institute (PMI) teaches that Cost Variance (CV) is a critical indicator of project health. A negative value (Choice A) acts as an early warning system, prompting the project manager to investigate causes-such as inefficiencies, scope creep, or underestimated costs-and implement corrective actions to bring the project back in line with the Cost Baseline.

QUESTION NO: 5
権限のレベルとプロジェクトの結果に関する懸念のレベルに基づいて利害関係者をグループ化すると、利害関係者分析のどの分類モデルが記述されますか？
A.影響/影響グリッド
B.電力/影響グリッド
C.電力/インタレストグリッド
D.顕著性モデル
Answer: C

Explanation:
According to the PMBOKGuide, specifically within the Identify Stakeholders process, several classification models are used to prioritize stakeholders to ensure the efficient use of effort to communicate and manage their expectations.
* The Power/Interest Grid: This specific model groups stakeholders based on their level of authority (Power) and their level of concern regarding project outcomes (Interest).
* Power: The level of influence a stakeholder has over the project ' s execution or results.
* Interest: The level of concern or " buy-in " the stakeholder has regarding the project ' s success or failure.
* Strategic Management: This grid helps the project manager determine the appropriate engagement strategy for each group:
* High Power/High Interest: Manage Closely.
* High Power/Low Interest: Keep Satisfied.
* Low Power/High Interest: Keep Informed.
* Low Power/Low Interest: Monitor (Minimum Effort).
Comparison with other options:

* A. Influence/impact grid: This model groups stakeholders based on their active involvement (influence) and their ability to effect changes to the project ' s planning or execution (impact).
* B. Power/influence grid: This model groups stakeholders based on their level of authority (power) and their active involvement (influence).
* D. Salience model: This is a more complex model that describes classes of stakeholders based on three variables: their power (level of authority), urgency (need for immediate attention), and legitimacy (their involvement is appropriate). It is typically represented by a Venn diagram rather than a grid.

QUESTION NO: 6
プロジェクトに影響を与える組織プロセス資産 (OPA) はどれですか?
A. 市場の状況
B. 事前承認されたサプライヤーリスト

C. 物理的環境要素
D. 法的制限
Answer: B
Explanation:
According to the PMBOKGuide, internal factors that influence a project are divided into Organizational Process Assets (OPAs) and Enterprise Environmental Factors (EEFs).
* Organizational Process Assets (OPAs): These are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization. They are internal to the organization and include things that have been learned or created from previous projects.
* Preapproved Supplier Lists: This is a classic example of an OPA. It is a part of the " Processes, Policies, and Procedures " category. Using a preapproved list saves the project team time because the organization has already vetted these vendors for quality, reliability, and financial stability.
* Impact on Project: OPAs provide a shortcut for the project manager. Instead of starting from scratch to find vendors or create templates, the PM can leverage existing organizational knowledge to increase efficiency and maintain consistency with corporate standards.
Why other options are incorrect:
* Option A: Marketplace conditions: This is an Enterprise Environmental Factor (EEF). It is an external factor (such as competitor performance or economic climate) that the project team cannot control but must work within.
* Option C: Physical environmental elements: These are EEFs. Factors like working conditions, weather, or geographic constraints are external to the project ' s management processes.
* Option D: Legal restrictions: These are EEFs. Laws, regulations, and safety standards are external constraints imposed on the project by governing bodies or the environment in which the organization operates.

QUESTION NO: 7
操作の定義は次のとおりです。
A.同じ製品を生産する、または反復的なサービスを提供する活動の一時的な実行を実行する組織機能。
B.独自の製品、サービス、または結果を作成するために行われる一時的な努力。
C.行政区域を監督する組織。
D.同じ製品を生産する、または反復的なサービスを提供する活動を継続的に実行する組織機能。
Answer: D
Explanation:
According to the PMBOKGuide and PMI standards, it is critical to distinguish between projects and operations, as they share some characteristics but differ fundamentally in their purpose and duration.
Operations are ongoing and repetitive. They are designed to sustain the business and involve work that is continuous without a predefined end date.
* Organizational function: Operations are part of the permanent structure of an organization.
* Ongoing execution: Unlike projects, which are temporary, operations are repetitive.

* Same product or repetitive service: The goal is to produce the same result over and over to maintain organizational stability (e.g., manufacturing, accounting, or maintenance).
* A. Temporary execution...: This is a contradiction. " Operations " are ongoing, not temporary. This option incorrectly mixes the repetitive nature of operations with the " temporary " characteristic of a project.
* B. Temporary endeavor undertaken to create a unique product...: This is the formal PMI definition of a Project, not operations. Projects are temporary (have a start and end) and unique, whereas operations are ongoing and repetitive.
* C. Organization that provides oversight...: This is more descriptive of a Project Management Office (PMO) or a specific functional department ' s management structure, but it does not define the nature of
" operations " themselves.
In the PMI framework, operations and project management intersect at various points in the Product Life Cycle. While they are different, they are linked:
* A project may be launched to improve an operational process.
* At the end of a project, the deliverables are often transitioned into operations (the " handover " phase).
* Operations require resources that may be shared with projects, necessitating coordination between project managers and functional/operations managers.

QUESTION NO: 8
近い将来に達成する作業を詳細に計画し、将来の作業をより高いレベルで計画する場合、どのタイプの計画が使用されますか？
A.仕上げから開始までの計画
B.ローリングウェーブ計画
C.短期計画
D.依存関係の決定
Answer: B
Explanation:
According to the PMBOKGuide, specifically within the Define Activities process of Project Schedule Management, the technique described is Rolling Wave Planning.
* Definition: Rolling wave planning is an iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level.
* Application: It is a form of progressive elaboration applicable to work packages, planning packages, and release planning when using agile or waterfall methodologies. As the project progresses and more information becomes available, the " wave " rolls forward, and work that was previously planned at a high level (the future) is decomposed into detailed activities as it approaches the near-term horizon.
* Purpose: This approach allows the project team to start work on immediate tasks without waiting for every detail of the long-term project to be known, which is particularly useful in environments with high uncertainty or evolving requirements.
* Choice A (Finish-to-start planning) is a logical relationship used in sequence activities, not a planning approach for detail levels.
* Choice C (Short term planning) is a general business term but is not the specific PMI

technical term for this progressive elaboration technique.
* Choice D (Dependency determination) refers to the process of identifying the relationship between activities (Mandatory, Discretionary, External, Internal), not the depth of the planning horizon.

QUESTION NO: 9
アジャイル/アダプティブアプローチを使用するプロジェクトは、プロジェクト統合管理フェーズに達しています。
何
このフェーズでのプロジェクトマネージャーの主な責任は何ですか？
A.プロジェクトの範囲の定義
B.コラボレーション環境の構築
C.詳細なプロジェクト管理計画の作成
D.プロジェクトの配信を指示する
Answer: B
Explanation:
According to the PMBOKGuide and the Agile Practice Guide, the role of the project manager in Project Integration Management shifts significantly when using an agile or adaptive approach.
In a predictive (waterfall) environment, the project manager is the primary integrator who consolidates various plans into a single, cohesive document. However, in an Agile/Adaptive environment:
* Distributed Responsibility: The responsibility for integration and decision-making is often distributed among the team. The team members take the lead in integrating the various functional elements of the product themselves.
* The PM ' s Role: The project manager's (or servant-leader's) primary responsibility becomes building a collaborative environment. This involves ensuring that the team has the necessary tools, resources, and culture to make integrated decisions.
* Empowerment: The PM focuses on facilitating collaboration between the team and the Product Owner to ensure that the evolving product scope is integrated with the organizational goals and stakeholder expectations.
Analysis of other options:
* A. Defining the scope: In Agile, the scope is evolving and managed primarily through the Product Backlog, often led by the Product Owner rather than being a " key responsibility " of the PM during the Integration phase.
* C. Creating a detailed project management plan: This is a hallmark of Predictive project management.
Agile avoids high-level, up-front detailed planning in favor of iterative planning.
* D. Directing the delivery: Agile emphasizes " self-organizing teams. " The PM facilitates and supports rather than " directs " the team ' s delivery in a top-down manner.
Per PMI standards for adaptive environments, the Project Manager ' s value in integration is found in fostering communication and removing impediments so that the team can effectively integrate their own work.

QUESTION NO: 10

グループ意思決定手法の例は次のとおりです。
A.名義グループテクニック
B.大多数
C.アフィニティダイアグラム
D.多基準意思決定分析
Answer: B
Explanation:
According to the PMBOKGuide (Project Management Body of Knowledge), specifically within the Collect Requirements and Develop Schedule processes, PMI distinguishes between Group Decision-Making Techniques and Data Representation/Data Gathering tools.
* Majority (Option B): This is a specific Group Decision-Making Technique. PMI defines these techniques as assessment processes having multiple alternatives with an expected outcome in the form of future actions. Majority is a decision reached with support from more than 50% of the members of the group. Other techniques in this specific category include Unanimity (everyone agrees), Plurality (the largest block decides even if not a majority), and Autocracy (one individual decides for the group).
* Nominal Group Technique (Option A): While often used in group settings, PMI classifies this as a Data Gathering technique. It enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or for prioritization.
* Affinity Diagram (Option C): This is a Data Representation technique. it allows large numbers of ideas to be classified into groups for review and analysis. It is a way to organize data, not a rule for making a final decision.
* Multi-criteria Decision Analysis (Option D): This is a Data Analysis technique. It uses a decision matrix to provide a systematic analytical approach for establishing criteria, such as risk levels, uncertainty, and valuation, to evaluate and rank many ideas.
In the PMI framework, the Majority rule is one of the four primary methods used by a group to reach a conclusion when evaluating requirements or project alternatives.

QUESTION NO: 11
品質計画はいつ実施すべきですか？
A.プロジェクト憲章の作成中
B.他の計画プロセスと並行して
C.詳細なリスク分析の一部として
D.他の計画プロセスとは別のステップとして
Answer: B
Explanation:
According to the PMBOKGuide and the Standard for Project Management, specifically within the Project Quality Management Knowledge Area, quality planning (Plan Quality Management) should be performed in parallel with the other planning processes.
As per PMI standards, project planning is an iterative and integrated activity. Quality planning is not an isolated event; it significantly influences and is influenced by other processes. For example:
* Scope and Quality: Identifying quality standards is essential for defining the detailed project scope and the technical requirements of the product.

* Cost and Quality: The " Cost of Quality " (COQ) must be factored into the project budget. High-quality requirements may increase initial costs but decrease long-term costs associated with rework or warranties.
* Schedule and Quality: Quality activities, such as inspections, testing, and audits, must be scheduled as specific activities within the project timeline.
* Risk and Quality: Quality planning helps identify potential risks related to non-conformance and establishes the standards required to mitigate those risks.
The other options are incorrect based on the following PMI process alignments:
* While developing the project charter: The charter contains high-level requirements and success criteria, but the detailed Plan Quality Management process requires the project management plan and scope baseline, which are not yet available during the Initiation phase.
* As part of a detailed risk analysis: While quality and risk are closely related, quality planning is its own dedicated process with specific outputs (the Quality Management Plan and Quality Metrics) that serve as inputs to risk analysis, rather than being a subset of it.
* As a separate step from the other planning processes: This contradicts the PMI principle of Integration.
Treating quality as a " separate step " often leads to silos where quality requirements are disconnected from the budget, schedule, or scope, leading to project failure.
As per the PMI Lexicon of Project Management Terms, the Plan Quality Management process ensures that the standards and objectives for the project are identified early and integrated into the overall roadmap to prevent defects rather than just detecting them.

QUESTION NO: 12
関係者によってレビューされ承認された計画に従うプロジェクト ライフサイクルはどれですか。
A. 予測的
B. 適応型
C. 反復
D. 増分
Answer: A
Explanation:
According to the PMBOKGuide, the choice of a project life cycle depends on the clarity of the scope and how changes are managed.
* Predictive Life Cycle (Waterfall): In this approach, the project scope, time, and cost are determined in the early phases of the life cycle. The project manager develops a comprehensive Project Management Plan that is reviewed and formally approved by the stakeholders and the sponsor before significant work begins.
* The Baseline: Once approved, this plan becomes the " Baseline. " Any changes to this plan typically require a formal Change Request and approval through the Integrated Change Control process. The primary goal is to manage the project according to this pre-defined roadmap.
* Suitability: This life cycle is most effective when the requirements are well-understood, the product is well-defined, and the project environment is stable.
Analysis of other options:
* Adaptive (Option B): Also known as Agile, this life cycle is change-driven. While there is a

high-level vision, the detailed plan is developed in small increments (iterations). Stakeholders provide feedback frequently, and the plan is constantly evolving rather than being " approved " in its entirety at the start.
* Iterative (Option C): This approach develops the product through repeated cycles (iterations) to progressively add functionality. It focuses on getting the " vision " right through feedback, meaning the final plan isn ' t fully set or approved upfront.
* Incremental (Option D): In an incremental life cycle, the deliverable is produced through a series of iterations that successively add functionality within a predetermined time frame. The complete plan is often not fully detailed or approved at the beginning, as each increment may change based on previous results.
Per PMI standards, the Predictive life cycle is the only one characterized by a heavy emphasis on up-front planning and formal stakeholder approval of the comprehensive project plan before execution begins.

QUESTION NO: 13
次のプロジェクトドキュメントのうち、コントロールスコーププロセスへの入力はどれですか。
A.ベンダーリスク評価図
B.リスク登録
C.要件のトレーサビリティマトリックス
D.責任範囲の要約
Answer: C
Explanation:
According to the PMBOKGuide, the Control Scope process is the process of monitoring the status of the project and product scope and managing changes to the scope baseline. To do this effectively, the project manager needs to ensure that all requirements are being met and that no unauthorized work is being added.
The Requirements Traceability Matrix (RTM) is a grid that links product requirements from their origin to the deliverables that satisfy them.
* Function in Control Scope: It provides the thread that links every requirement to the business value and the specific project objective.
* Verification: During Control Scope, the RTM is used to verify that the work being performed (and the resulting deliverables) actually aligns with the documented requirements. If a team member is working on something not found in the RTM, it is a red flag for scope creep.
* A. Vendor risk assessment diagram: While identifying vendor risks is important, this is not a standard PMI project document used as a primary input for controlling the scope of project deliverables.
* B. Risk register: The risk register is an input to many processes (like Control Costs or Control Schedule), but in the context of Control Scope, it is not a direct input. Scope changes might result in new risks, but the register itself doesn ' t define the scope being controlled.
* D. Area of responsibility summary: This is likely a reference to a Responsibility Assignment Matrix (RAM) or RACI chart. While it tells you who is doing the work, it does not define what the scope of the work is.
To maintain the integrity of the scope, the following are the primary inputs:
* Project Management Plan: Specifically the Scope Management Plan and the Scope

Baseline (Scope Statement, WBS, and WBS Dictionary).
* Project Documents: Including the Requirements Documentation and the Requirements Traceability Matrix.
* Work Performance Data: The raw observations of what work has actually been completed.
* Organizational Process Assets: Policies or procedures for scope control and reporting.

QUESTION NO: 14
プロジェクトの成果物を作成するために実行する特定のアクションを識別するプロセスは次のとおりです。
A.アクティビティを定義します。
B.WBSを作成します。
C.スコープを定義します。
D.スケジュールを作成します。
Answer: A
Explanation:
According to the PMBOKGuide, Define Activities is the process of identifying and documenting the specific actions to be performed to produce the project deliverables.
* Key Purpose: The main benefit of this process is to decompose work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.
* Decomposition: While the Create WBS process decomposes the overall project scope into smaller components called " work packages, " the Define Activities process takes those work packages and breaks them down further into " activities. "
* Relationship to Deliverables: Activities represent the actual work effort required to complete a work package. By identifying these specific actions, the project team can more accurately determine what is needed to fulfill the requirements of the project deliverables.
Analysis of Other Options:
* B. Create WBS: This process involves subdividing project deliverables and project work into smaller, more manageable components (Work Packages). It focuses on deliverables (nouns) rather than the actions/activities (verbs) required to create them.
* C. Define Scope: This is the process of developing a detailed description of the project and product. It results in the Project Scope Statement, which outlines what is included and excluded from the project, but does not list specific work actions.
* D. Develop Schedule: This is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model. It uses the list of activities (the output of Define Activities) as an input but is not the process that identifies the actions themselves.

QUESTION NO: 15
チームとのプロジェクト計画会議の後、数名のチームメンバーがプロジェクトマネージャーに連絡を取り、必要なアクションについてフォローアップを求めました。プロジェクトマネージャーは会議の効果をどのように評価できるでしょうか？
A. 会議の議事録をすべてのチーム
メンバーに送信し、必要な情報がすぐに入手できることを確認します。
B. フェーズの振り返りで、チーム

メンバーに会議のフィードバックを提供するよう依頼します。
C. 会議でのアクションを各プロジェクト チーム メンバーと確認し、理解を確認します。
D. コミュニケーション管理計画を参照して、会議の成功基準を決定します。
Answer: C
Explanation:
According to the PMBOKGuide and the Standard for Project Management, effective communication is not just about the distribution of information, but the confirmation of understanding. In the Monitor Communications process, the project manager must ensure that the communication artifacts (like meeting outcomes) have achieved their intended purpose.
* Why Choice C is correct:
* Closing the Feedback Loop: The true measure of a meeting ' s effectiveness is whether the participants can act on the decisions made. By reviewing the actions with team members, the PM identifies gaps in understanding or misinterpretations that occurred during the meeting.
* Interpersonal and Team Skills: This approach utilizes active listening and feedback, which are core power skills. It allows the PM to verify that " noise " did not interfere with the message and that the team is aligned on the path forward.
* Immediate Correction: Unlike waiting for a retrospective, this provides immediate insight into whether the planning session was successful or if the team is still confused about their responsibilities.
Analysis of other options:
* A (Send the meeting minutes): Sending minutes is a standard administrative task (distribution), but it is passive. Simply having information " readily available " does not mean it was understood or that the meeting was effective in influencing behavior.
* B (Wait for the phase retrospective): While retrospectives are excellent for process improvement, waiting until the end of a phase is too late to assess a specific planning meeting ' s effectiveness. The project may have already suffered from misalignment by then.
* D (Consult the communications management plan): The plan defines how meetings should be conducted and what the criteria are, but it is a static document. Consulting it doesn ' t tell you how well a specific meeting actually went in practice.
Key Concept: The Project Management Institute (PMI) emphasizes that " Communication = Understanding. " Choice C is the most proactive and direct way to assess if the meeting ' s objectives were met by checking the
" output " (team understanding) against the " input " (the meeting content).

QUESTION NO: 16
プロジェクト実行中、最近採用したSME（Single Matter Expert）が進捗状況をレビューし、スケジュールが遅延する可能性があり、スケジュールが適切に評価されていないと指摘しました。プロジェクトマネージャーは次に何をすべきでしょうか？
A. スケジュールベースラインを更新する
B. スケジュールのベースラインを確認する
C. 変更要求を開始する
D. リスクレジスタを更新する
Answer: B

Explanation:
According to the PMBOKGuide, specifically the Monitor and Control Project Work and Control Schedule processes, a Project Manager must validate information before taking corrective or preventive actions.
* Validation First: When a new Subject Matter Expert (SME) provides feedback that a schedule was " not assessed properly, " the Project Manager's first responsibility is to verify the accuracy of this claim.
The PM cannot act on an opinion without first performing a technical Review of the Schedule Baseline.
* Schedule Crashing Analysis: Crashing is a schedule compression technique used to shorten the duration for the least incremental cost by adding resources. Before crashing, the PM must review the baseline to identify the Critical Path. Crashing only works on critical path activities; crashing non-critical activities provides no benefit to the project end date.
* Integrity of the Baseline: A baseline is a formal, approved version of the schedule. It should not be changed (Option A) or modified via a change request (Option C) until a thorough analysis proves that a change is necessary and beneficial.
* Professional Judgment: By reviewing the baseline with the SME, the PM can determine if the original assumptions were flawed or if the SME has identified a legitimate opportunity to optimize the project timeline.
Analysis of other options:
* Option A: Updating the schedule baseline is a premature step. A baseline is only updated after a Change Request has been formally approved by the Change Control Board (CCB).
* Option C: Initiating a change request is a " doing " step. You cannot justify a change request until you have conducted the Review (Option B) to understand the impact on cost, scope, and resources.
* Option D: While the SME ' s feedback might suggest a risk, the primary issue raised is about the current assessment and optimization of the schedule. Updating the risk register is a secondary administrative task that follows the technical review of the schedule itself.
Per PMI standards, when new technical expertise suggests an error or opportunity in project planning, the Project Manager must first Review the Schedule Baseline to perform an impact analysis and validate the findings before taking further action.

QUESTION NO: 17
プロジェクトの実行段階ではどのシナリオが最も望ましいでしょうか?
A. 品質管理を適用および使用して、プロジェクト全体で期待が満たされるようにします。
B. 品質上の失敗をスポンサーに伝え、フィードバックを求めます。
C. プロジェクト終了時にすべての品質検査を実施します。
D. 予算内に収まる場合にのみ、見つかった品質上の問題を修正します。
Answer: A
Explanation:
According to the PMBOKGuide, quality should be built into the project during the execution phase rather than inspected in at the end. This aligns with the core philosophy of " Prevention over Inspection. "
* Continuous Quality Assurance: The most desirable scenario is to apply quality controls and manage quality throughout the entire lifecycle. This ensures that the work being produced

consistently meets the stakeholder expectations and requirements defined in the Quality Management Plan.
* Early Detection: By using quality controls throughout the execution, the project team can identify variances early, implement corrective actions, and reduce the overall " Cost of Quality " (CoQ) by avoiding expensive rework later in the project.
* Managing Expectations: Regular quality activities provide transparency to stakeholders, demonstrating that the project is on track to deliver the promised value and results.
Why other options are incorrect:
* Option B: Communicate quality failures to the sponsor for feedback: While transparency is important, simply reporting failures is a reactive approach. The goal of the project manager is to prevent failures and manage them through defined processes (like the Quality Management Plan) rather than relying on the sponsor to provide a solution for every failure.
* Option C: Conduct all quality inspections at the end of the project: This is highly undesirable. If quality issues are only discovered at the end, the cost of rework is at its highest, and the risk of project failure or significant delay is extreme. This contradicts the principle of iterative verification.
* Option D: Only correct quality issues if it will keep you within the budget: This is a dangerous approach. Quality is a constraint equal to cost and schedule. Failing to meet quality requirements usually leads to higher costs in the long run (failure costs) and can result in the product being completely unusable, regardless of whether it stayed " on budget. "

QUESTION NO: 18
プロジェクト憲章に加えて、プロジェクト憲章の作成プロセスの結果として他にどのような成果物が生成されますか?
A. 仮定ログ
B. マイルストーンリスト
C. ビジネスケース
D. リスクレジスタ
Answer: A
Explanation:
According to the PMBOKGuide (specifically the 6th and 7th Editions), the Develop Project Charter process is the very first step in the project life cycle. While the primary output is the Project Charter itself, there is a second, critical output that is often overlooked in study.
* The Assumption Log: This is the secondary output of the Develop Project Charter process. Strategic and high-level business assumptions and constraints are typically identified in the business case before the project is initiated and will flow into the project charter. Throughout the process of creating the charter, the project manager uses the Assumption Log to document all high-level technical and operational assumptions and constraints that will affect the project.
* Purpose: It serves as a repository for any factor that is considered to be true, real, or certain without proof or demonstration. Because these assumptions are not yet proven, they represent potential risks that must be validated during the planning phase.
Why other options are incorrect:
* Option B: Milestone list: While a high-level summary of milestones is contained within the Project Charter, the formal " Milestone List " is an output of the Define Activities process in

the Planning process group.
* Option C: Business case: The Business Case is an input to the Develop Project Charter process, not an output. It is a business document created by the sponsor or organization to justify the investment before the project manager even starts the charter.
* Option D: Risk register: The Risk Register is an output of the Identify Risks process. While the Project Charter contains " high-level overall project risks, " the detailed register is not created until the planning phase.

QUESTION NO: 19
ステークホルダー管理の計画プロセスでは、専門家の判断を使用して以下を行います。
A.プロジェクトの利害関係者を関与させる適切な方法を計画するために必要な情報を提供します。
B.新しい利害関係者の包括的な識別とリストを保証します。
C.プロジェクトスコープステートメントの作成に必要な情報を分析します。
D.必要な各段階での利害関係者の関与のレベルを決定します。
Answer: D
Explanation:
In accordance with the PMBOKGuide (Project Stakeholder Management), specifically within the Plan Stakeholder Engagement process (referred to as Plan Stakeholder Management in earlier versions), Expert Judgment is a critical tool and technique.
* Purpose of Expert Judgment: In this specific process, expert judgment is used to decide the level of engagement of each stakeholder at each required stage of the project. This involves evaluating the current vs. desired engagement levels to bridge the gap and ensure project success.
* Application: Project managers seek input from individuals or groups with specialized knowledge of the organization's culture, power structures, and politics. This expertise helps in determining the most effective strategies for communicating with and influencing stakeholders based on their specific needs and interests.
* Stakeholder Engagement Assessment Matrix: Experts often help populate this matrix by identifying whether a stakeholder is Unaware, Resistant, Neutral, Supportive, or a Leader, and then deciding where they need to be for the project to meet its objectives.
Analysis of Distractors:
* A. Provide information needed to plan appropriate ways to engage project stakeholders: While this sounds plausible, it is a broader description of the entire process output. Expert judgment is the means used to make specific decisions (like engagement levels) rather than just providing " information. "
* B. Ensure comprehensive identification and listing of new stakeholders: This is a primary function of the Identify Stakeholders process, not the Plan Stakeholder Management process.
* C. Analyze the information needed to develop the project scope statement: This activity belongs to the Define Scope process within the Project Scope Management Knowledge Area. It is unrelated to stakeholder engagement planning.

QUESTION NO: 20
プロジェクト管理計画では、海外にあるサプライヤーから入手できる特別な部品を入手する

必要があります。
どのソース選択方法が使用されていますか？
A.最小コスト
B.資格のみ
C.唯一のソース
D.固定予算
Answer: C
Explanation:
According to the PMBOKGuide (6th Edition), specifically within the Plan Procurement Management process, Source Selection Criteria are used to rate or score seller proposals. When a project requires a specific item that can only be provided by a single supplier-such as a " special part " only available from one source abroad-the method used is Sole Source.
Detailed Analysis of Sole Source:
* Definition: Procurement from a specific vendor even though other vendors may exist in the market (though in many " special part " cases, they are the only ones capable of providing it).
* Justification: This is often used when there is a unique technical requirement, a patent, or a specific specialty that only one supplier possesses.
* Risk: Sole sourcing reduces the project manager ' s negotiating power because there is no competition; however, it is a necessity when the part is a " special " requirement of the project management plan.
Analysis of Distractors:
* A (Least cost): This method is used for standard or commodity items where the quality is well-defined and the only differentiating factor between sellers is the price. A " special part " implies more than just price is at stake.
* B (Qualifications only): This method is typically used for small assignments where the cost of evaluating full proposals is not justified. The project manager selects the firm with the best credentials and then negotiates a contract.
* D (Fixed budget): This involves disclosing the available budget to invited sellers and selecting the highest-ranking technical proposal that fits within that budget. It is not used when the primary constraint is the unique availability of a specific part.
Key Document Reference: Section 12.1.2.4 of the PMBOKGuide identifies various selection methods. Sole source is explicitly categorized under non-competitive procurement where the project manager bypasses the typical bidding process due to the unique nature of the requirement or provider.

QUESTION NO: 21
プロジェクト
マネージャーは、プロジェクトの統合を実行する重要な役割を計画します。統合には 3 つの異なるレベルがありますか?
A. プロセス、認知
B. 複雑さ、理解、変化
C. 対話、洞察力、リーダーシップ
D. コミュニケーション、知識、価値
Answer: A

Explanation:
According to the PMBOKGuide, specifically in the section regarding the Project Manager's Sphere of Influence and the role of the project manager, integration is a core responsibility. The Project Manager performs integration at three distinct levels to ensure the project stays aligned with its goals:
* Process Level (Choice A): This involves integrating the various project management processes (e.g., Scope, Schedule, Cost, Quality) so that they work together as a cohesive system. It ensures that a change in one area (like scope) is reflected in others (like cost or schedule).
* Cognitive Level (Choice A): This refers to the Project Manager ' s personal ability to apply their knowledge, experience, and skills to the project. It involves the " thinking " aspect-analyzing situations, applying the right methodology, and using professional judgment to navigate project challenges.
* Context Level (Choice A - implied in the full PMI list): While the prompt only lists two in the correct option, the third level recognized by PMI is Context Level. This involves integrating the project within the broader organizational context, such as its strategic goals, business value, and the environment in which it operates.
Why other choices are incorrect:
* Choice B, C, and D: These options use general project management terms (like complexity, leadership, or communication), but they do not represent the formal framework of " Levels of Integration " as defined in the PMI standard documents.
Project integration management is not just about documents; it is the " glue " that binds the project together at these three levels, ensuring that the project team is working toward a unified objective within the organization
' s strategic framework.

QUESTION NO: 22
プロジェクト憲章策定プロセスにおいて、利害関係者との会議で議論される項目は次のうちどれですか。（3つ選択してください）D コスト
A. 高レベルの成果物
B. 成功基準
C. プロジェクトの目的
D. 相転移
Answer: A B C
Explanation:
According to the PMBOKGuide, the Develop Project Charter process involves high-level planning and alignment between the sponsor, the project manager, and key stakeholders. The Project Charter serves as the foundation for the project, authorizing its existence and providing the project manager with the authority to apply organizational resources to project activities.
* Why Choice A (High-level deliverables) is correct: At the initiation stage, the team does not yet have a detailed Work Breakdown Structure (WBS). Instead, the charter defines the high-level deliverables or " big-ticket items " that the project is expected to produce. This sets the boundaries for what the project will and will not include.
* Why Choice B (Success criteria) is correct: It is vital to define what " success " looks like

before the project begins. Success criteria include measurable goals, such as finishing within a specific budget, meeting a technical standard, or achieving a specific ROI. This ensures that all stakeholders have a shared definition of a successful outcome.
* Why Choice C (Project objectives) is correct: Project objectives link the project to the organization ' s strategic goals. These are often broad statements (e.g., " To increase market share by 5% through a new mobile app ") that explain why the project is being undertaken.
Analysis of other options:
* D (Phase transitions): While phase transitions are part of the project life cycle, the specific criteria and handovers for these transitions are typically detailed during the Project Management Plan development (specifically in the Life Cycle Description), rather than the high-level Project Charter.
* Cost: While a high-level budget or " summary budget " is often included in a charter, the detailed " Cost
" analysis and cost baselines are developed much later during the planning process. In a " choose three " scenario, Deliverables, Success Criteria, and Objectives represent the core strategic alignment required to authorize the project.
By focusing on these three elements, the Project Manager ensures that the project starts with a clear mandate, a defined goal, and a baseline for measuring performance from the very beginning.

QUESTION NO: 23
コストベースラインは、次のどのプロセスの出力ですか。
A.管理コスト
B.予算を決定
C.見積もり費用
D.アクティビティリソースの見積もり
Answer: B
Explanation:
According to the PMBOKGuide, the Cost Baseline is the approved version of the time-phased project budget, excluding any management reserves, which can be changed only through formal change control procedures. It is the primary output of the Determine Budget process.
* Process Context: The Determine Budget process aggregates the estimated costs of individual activities or work packages to establish an authorized cost baseline.
* Components: The cost baseline includes all authorized budgets but excludes management reserves.
Management reserves are intended to cover " unknown unknowns " and are not part of the performance measurement baseline (PMB) but are part of the total project budget.
* Usage: It is used as a basis for comparison to actual results to measure and monitor cost performance.
In an S-curve graph, the cost baseline represents the cumulative values of the project ' s expected spending over time.
Analysis of other choices:
* Choice A (Control Costs): This is a monitoring and controlling process. Its primary outputs include work performance information, cost forecasts, and change requests. It uses the cost

baseline as an input to measure variance.
* Choice C (Estimate Costs): This process develops an approximation of the monetary resources needed to complete project work. Its primary output is Cost Estimates, which are then used as an input to the Determine Budget process to create the baseline.
* Choice D (Estimate Activity Resources): This process identifies the types and quantities of material, human resources, equipment, or supplies required. While this impacts cost, it is a resource management process, not the budget-setting process.

QUESTION NO: 24
品質管理プロセスにおいて、成果物を検証するために適用できるツールや手法は何ですか？
A.統計的サンプリング、検査、会議
B.教訓記録簿、管理図、製品評価
C. チェックリスト、過去の文書、および承認済みの変更要求
D. ブラックボックステスト、アンケート調査、および教訓記録
Answer: A
Explanation:
According to the PMBOKGuide, the Control Quality process is the process of monitoring and recording results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations. To verify deliverables, the following tools and techniques are specifically utilized:
* Inspection: This is the examination of a work product to determine if it conforms to documented standards. The results of an inspection generally include measurements and may be called reviews, peer reviews, audits, or walkthroughs. Inspection is the primary tool used to verify that deliverables are " correct. "
* Statistical Sampling: This involves choosing part of a population of interest for inspection (e.g., selecting 10 random laptops out of a batch of 1,000 to check for defects). This is especially useful when the volume of deliverables is high or when inspection is destructive.
* Meetings: Specifically, Lessons Learned or Review Meetings are used within Control Quality to discuss the results of the quality assessments, determine if the deliverables should be accepted or rejected, and decide if rework is necessary.
Why other options are incorrect:
* Option B: While control charts are a tool for Control Quality, the Lessons learned register is a project document (often an input or output), not a tool or technique. " Product evaluation " is not a formal PMI process term; the correct term is Inspection.
* Option C: Checklists are a valid tool. However, retrospective documents are primarily used in agile
/adaptive environments during the " Manage Quality " or " Close Project " phases. Approved change requests are an input to the process (to verify they were implemented correctly), not a tool or technique itself.
* Option D: Black box tests are a specific type of inspection but are not listed as a general tool in the PMBOK Guide. Questionnaires and surveys are typically tools for the " Collect Requirements " or " Manage Stakeholder Engagement " processes, and the Lessons learned register is an output/input, not a technique.

QUESTION NO: 25

チームビルディング活動のどのフェーズで、チームメンバーが共同で作業を開始し、チームをサポートするために作業習慣と行動を調整しますか？

A. Performing

B. Storming

C. Norming

D. Forming

Answer: C

Explanation:

According to the PMBOKGuide (Project Management Body of Knowledge), specifically within the Project Resource Management knowledge area, the development of a project team typically follows the Tuckman Ladder model, which consists of five stages:

* Norming (Option C): In this stage, team members begin to work together and adjust their work habits and behavior to support the team. Trust begins to develop as they resolve their differences and recognize the virtues of their teammates. They begin to develop a " team identity " and establish unwritten rules or " norms " for how the work will be accomplished.
* Forming (Option D): This is the initial phase where the team meets and learns about the project and their formal roles and responsibilities. Team members tend to be independent and not as open in this phase.
* Storming (Option B): In this phase, the team begins to address the project work, technical decisions, and the project management approach. If team members are not collaborative or open to different ideas and perspectives, the environment can become counterproductive.
* Performing (Option A): Teams that reach this stage function as a well-organized unit. They are interdependent and work through issues smoothly and effectively. The project manager ' s role shifts more toward delegation.

In the PMI framework, understanding these stages is crucial for the Develop Team process. The Project Manager must adapt their leadership style-from directing in the Forming stage to supporting in the Norming stage-to help the team transition toward high performance as quickly as possible.

Project Risks	Probability	Impact
Risk 1	L	M
Risk 2	H	H
Risk 3	L	L
Risk 4	M	L

QUESTION NO: 26

プロジェクトには、100稼働日のEV、120稼働日のAC、80稼働日のPVがあります。

何を心配すべきですか？

A.コストアンダーランがあります。

B.コスト超過があります。
C.プロジェクトが期限に間に合わない可能性があります。
D.プロジェクトは予定より20日遅れています。
Answer: B
Explanation:
According to the PMBOKGuide, specifically the Earned Value Management (EVM) section in the Control Costs process, we analyze project performance by comparing Earned Value (EV), Actual Cost (AC), and Planned Value (PV).
1. Cost Analysis (Efficiency and Variance):
* Cost Variance (CV) formula: $CV = EV - AC$
* Calculation: $100 - 120 = -20$
* Interpretation: A negative CV (-20) indicates that the project is over budget or experiencing a cost overrun. The project has spent 120 workdays of effort to achieve only 100 workdays ' worth of work.
2. Schedule Analysis (Efficiency and Variance):
* Schedule Variance (SV) formula: $SV = EV - PV$
* Calculation: $100 - 80 = +20$
* Interpretation: A positive SV ($+20$) indicates that the project is ahead of schedule.
Analysis of Options:
* A. There is a cost underrun: Incorrect. A cost underrun occurs when CV is positive (EV > AC).
* B. There is a cost overrun: Correct. As calculated, the project has spent more than the value of the work performed ($AC > EV$).
* C. The project may not meet the deadline: Incorrect. Based on the data, the project is ahead of schedule ($EV > PV$), meaning it is currently likely to meet or beat the deadline.
* D. The project is 20 days behind schedule: Incorrect. The project is actually 20 days ahead of schedule ($SV = +20$).

QUESTION NO: 27
今後の参照のために契約と関連文書を文書化する調達プロセスは、次のように知られています。
A.調達を計画します。
B.調達を管理します。
C.調達を閉じます。
D.調達を実施します。
Answer: B
Explanation:
According to the PMBOKGuide, the Control Procurements process is the process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate, and closing out contracts.
* Documentation and Future Reference: While " Closing " sounds like the final resting place for documents, the Control Procurements process is functionally responsible for the administrative activities associated with documenting agreements and performance. This includes maintaining a record of the contract, all supporting schedules, requested and approved change requests, and any related documentation for future reference.

* Key Activities:
* Reviewing and documenting how a seller is performing.
* Ensuring that both the buyer and seller meet procurement requirements according to the terms of the legal agreement.
* Managing contract-related records, which are often indexed and filed in the Records Management System.
* Transition in PMBOK6th/7th Ed: In earlier versions of the PMBOKGuide, there was a separate process called " Close Procurements. " However, in more recent standards, the administrative closure of a procurement is consolidated into Control Procurements. This process ensures that all deliverables have been provided, accepted, and that the final procurement file is archived for historical use.
Comparison with other options:
* A. Plan Procurement Management: This is the initial process of documenting project procurement decisions, specifying the approach, and identifying potential sellers. It creates the " plan " but does not document the final agreements for future reference.
* C. Close Procurements: As noted above, in current PMI standards, the functions of closing a procurement (including the archiving of documents) are handled within the Control Procurements process. If this were a question based on older standards (PMBOK5th Ed or earlier), " Close Procurements " might have been the distinct answer, but modern standards integrate it into Control.
* D. Conduct Procurements: This is the process of obtaining seller responses, selecting a seller, and awarding a contract. It is the " action " phase where agreements are signed, but it is not the ongoing process of managing and archiving those documents for the long term.

QUESTION NO: 28
開発中または生産中の製品またはプロセスの特定の変数に影響を与える可能性のある要因を特定するのに役立つ統計的手法の名前は何ですか？
A.故障モードと影響分析
B.実験計画
C.品質チェックリスト
D.リスク分析
Answer: B
Explanation:
According to the PMBOKGuide, specifically within the Plan Quality Management process, Design of Experiments (DOE) is a statistical method used to identify which factors may influence specific variables of a product or process under development or in production.
* Key Functionality: DOE provides a statistical framework for systematically changing all of the important factors rather than changing the factors one at a time. It allows the project manager and team to statistically determine the " optimal " settings for various parameters.
* Problem Solving and Optimization: It is an analytical technique used to determine the relationship between various product or process variables and the resulting output. This helps in optimizing products or processes by identifying which variables have the greatest impact on the final result.
* Application in Project Management: In a project context, DOE can be used to reduce the sensitivity of product performance to variations caused by environmental or manufacturing

differences. For example, an automotive engineer might use DOE to determine which combination of suspension settings and tire types provides the best ride quality under different road conditions.
Comparison with other options:
* A. Failure modes and effects analysis (FMEA): This is an analytical procedure used to identify the potential failure modes for a process or product and the effects of those failures. While it identifies risks and impacts, it is not a statistical method for identifying variable influences during development.
* C. Quality checklist: A checklist is a structured tool used to verify that a set of required steps has been performed. It is a tool for Control Quality, not a statistical method for variable identification.
* D. Risk analysis: This is a broad term for the processes of Perform Qualitative Risk Analysis and Perform Quantitative Risk Analysis. While it involves statistics (especially in quantitative analysis), it focuses on the impact of uncertainty on project objectives rather than identifying influencing factors of a product ' s physical or process variables.

QUESTION NO: 29
作業実績情報はどのプロジェクト管理プロセスの出力ですか?
A. リスク対応の実施
B. 関係者の関与を計画する
C. 利害関係者の関与を監視する
D. 品質管理計画
Answer: C
Explanation:
According to the PMBOKGuide, the distinction between Work Performance Data, Work Performance Information, and Work Performance Reports is a critical flow of information within a project.
* Work Performance Information (WPI): This is an Output of the Monitoring and Controlling process group. WPI is created when Work Performance Data (raw observations collected during execution) is analyzed in context and integrated based on relationships across areas.
* Monitor Stakeholder Engagement: This is a Monitoring and Controlling process. Its purpose is to monitor project stakeholder relationships and tailor strategies for engaging stakeholders. During this process, the raw data regarding stakeholder engagement (e.g., which stakeholders attend meetings or support the project) is compared against the Stakeholder Engagement Plan. The result of this analysis is Work Performance Information, which describes how stakeholder engagement is actually performing compared to the plan.
Analysis of other options:
* Implement Risk Responses (Option A): This is an Executing process. Its primary outputs are Change Requests and Project Document Updates. It typically takes Work Performance Reports as an input but does not output WPI.
* Plan Stakeholder Engagement (Option B): This is a Planning process. Its primary output is the Stakeholder Engagement Plan.
* Plan Quality Management (Option D): This is a Planning process. Its primary outputs are the Quality Management Plan and Quality Metrics.
As per PMI standards, almost every " Monitor " or " Control " process (e.g., Control Schedule,

Control Costs, Monitor Communications) takes Work Performance Data as an input and produces Work Performance Information as an output.

QUESTION NO: 30
プロセスが安定しているか、または予測可能なパフォーマンスがあるかどうかを判断するために使用できるのはどれですか？
A.マトリックス図
B.ヒストグラム
C.管理図
D.フローチャート
Answer: C
Explanation:
According to the PMBOKGuide, specifically within the Control Quality process, a Control chart is the primary tool used to determine whether a process is stable or has predictable performance.
Control charts are graphic displays of process data over time and against established control limits, which have a centerline (the mean), an upper control limit (UCL), and a lower control limit (LCL).
* Stability and Predictability: If the process data points stay within the control limits and do not exhibit non-random patterns, the process is considered " in control " and stable.
* The Rule of Seven: A process is considered out of control if a single point exceeds a control limit or if seven consecutive points fall on one side of the mean, even if they are within the limits. This indicates a shift in the process that requires investigation.
* Application: These are used in both manufacturing and management to monitor repetitive activities to ensure the results remain within acceptable statistical boundaries.
* A. Matrix diagram: This is a quality management and planning tool used to perform data analysis within the organizational structure created in the matrix. it is used to show the strength of relationships between factors, causes, and objectives, not process stability.
* B. Histogram: A histogram is a special form of bar chart used to describe the central tendency, dispersion, and shape of a statistical distribution. While it shows the frequency of occurrences, it does not show trends over time or process stability.
* D. Flowchart: Also known as process maps, flowcharts display the sequence of steps and the branching possibilities that exist for a process that transforms one or more inputs into one or more outputs. They are used for identifying where quality problems might occur but not for measuring statistical stability.
In PMI standards, the Control Chart helps distinguish between Common Cause Variation (inherent to the process) and Special Cause Variation (caused by specific, unusual events). Identifying special causes is the first step in bringing a process back into a stable, predictable state.

QUESTION NO: 31
ステークホルダーエンゲージメントプロセスで戦略を管理および調整することの主な利点はどれですか?
A. ステークホルダーからのサポートを強化し、抵抗を最小限に抑える
B. プロジェクトチームのパフォーマンスの向上

C. コストと範囲が管理されているため、利害関係者の満足度が維持されます。
D. 利害関係者の要求に応じてプロジェクト文書を更新
Answer: A
Explanation:
According to the PMBOKGuide, the primary purpose of the Monitor Stakeholder Engagement and Manage Stakeholder Engagement processes is to maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves.
* Increased Support and Minimized Resistance: This is the core objective of stakeholder management. By tailoring engagement strategies to the specific needs, interests, and power levels of various stakeholders, a project manager can actively cultivate support from those who are neutral or resistant and ensure that supportive stakeholders remain advocates for the project.
* Dynamic Adjustment: Stakeholder interests and influence change throughout the project life cycle.
Effective " tailoring " ensures that the project manager isn ' t using a " one-size-fits-all " approach, which is critical for turning potential opposition into productive involvement.
Why other options are incorrect:
* Option B: While high stakeholder engagement can indirectly boost team morale, increasing the performance of the project team is the primary goal of the Develop Team and Manage Team processes, not Stakeholder Engagement.
* Option C: Maintaining satisfaction via cost and scope control is a result of Monitor and Control Project Work and Control Scope/Cost. While stakeholders care about these, the engagement process itself is about the relationship and involvement rather than the technical metrics of the budget.
* Option D: Updating project documents is an Output of the process (e.g., updates to the Stakeholder Register or Issue Log), but it is a mechanical result, not the " main benefit " or strategic goal of the process.

QUESTION NO: 32
調達プロセスのクローズ時に実行される組織プロセス資産の更新はどれですか？
A.調達監査
B.学んだ教訓
C.パフォーマンスレポート
D.支払い要求
Answer: B
Explanation:
According to the PMBOKGuide, the Close Procurements process (often integrated into Control Procurements in the most recent editions) is the process of finishing each project procurement. A critical component of closing out any contract is the capture of knowledge for future use.
* Organizational Process Assets (OPA) Updates: During the formal closure of a contract, the project manager and the procurement team update the organization ' s knowledge base. Lessons learned documentation is a primary OPA update. This includes documenting what went well during the procurement, what challenges were faced, and how the seller performed.

* Purpose of Lessons Learned: Capturing this information helps the organization improve its future procurement processes, refine its " Preferred Seller " lists, and avoid repeating the same mistakes in subsequent projects.
* Other OPA Updates: These may include the Procurement File, which is a complete set of indexed contract documentation (including the closed contract), and Final Acceptance notices.
Comparison with other options:
* A. Procurement audit: This is a Tool and Technique used to identify successes and failures that warrant recognition in the preparation or administration of other procurement contracts. It is the action taken to generate the lessons learned, not the update itself.
* C. Performance reporting: This is a tool and technique (or part of the Monitor and Control Project Work process) used during the execution and monitoring phases of the project to communicate progress, not a final OPA update during procurement closure.
* D. Payment requests: These are typical activities or Inputs within the Control Procurements process throughout the project life cycle as work is completed. By the time you reach " Close Procurements, " final payments are typically being processed or confirmed rather than " requested. "

QUESTION NO: 33
プロジェクトライフサイクルの1回または事前定義された時点で使用できるプロセスの例はどれですか。
A.プロジェクト憲章を作成し、プロジェクトまたはフェーズを終了する
B.アクティビティを定義してリソースを取得する
C.スケジュールの管理と調達の実施
D.通信の監視とコストの管理
Answer: A
Explanation:
According to the PMBOKGuide, project management processes are categorized by their frequency of occurrence throughout the project life cycle.
* Processes used once or at predefined points: These are processes that are not performed continuously but occur at specific milestones or phase transitions.
* Develop Project Charter: This typically occurs once at the start of the project or at the beginning of each project phase to formally authorize its existence.
* Close Project or Phase: This occurs only when a phase is completed or the entire project is being finalized.
* Processes performed periodically as needed: Examples include Acquire Resources (whenever a team member is needed) or Conduct Procurements (when a contract needs to be signed).
* Processes performed continuously: These are processes that occur throughout the entire project duration, such as Define Activities, Control Schedule, and Monitor Communications.
Analysis of Other Options:
* B. Define Activities and Acquire Resources: Define Activities is a process that is typically performed continuously throughout the project, especially in adaptive environments where work is decomposed as it becomes better understood. Acquire Resources is performed periodically as resources are needed.

* C. Control Schedule and Conduct Procurements: Control Schedule is a monitoring and controlling process that occurs continuously to track progress. Conduct Procurements is performed whenever a specific procurement package is ready for award.
* D. Monitor Communications and Control Costs: Both of these are monitoring and controlling processes that are performed continuously throughout the project to ensure performance remains aligned with the plan.

QUESTION NO: 34
プロジェクト
マネージャーは、プロジェクトを効果的に管理するために会社に初めて入社しました。プロジェクト マネージャーは、組織ガバナンス
フレームワークのどのコンポーネントを考慮する必要がありますか?
A. 組織構造のタイプ、主要なステークホルダー、および保護資金
B. ルール。政策と規範
C. プロジェクト管理ソフトウェア、リソースの可用性、およびリスクのチェックリスト
D. ガバナンス要素、チームポリシー、組織目標
Answer: B
Explanation:
According to the PMBOKGuide, when a project manager is operating within an organization, they must align their project's governance with the broader organizational governance framework. Governance refers to the framework within which authority is exercised in organizations.
* Rules, Policies, and Norms: These are the fundamental components of governance. Rules provide the legal and regulatory boundaries; Policies are the internal principles or rules of the organization (such as procurement policies or HR policies); and Norms are the unwritten cultural standards and behaviors that govern how work gets done.
* Consistency: The project manager must ensure that the project's governance (e.g., how decisions are made, how risks are escalated) does not conflict with these organizational-level components. For a new project manager, understanding these is crucial to navigating the company's internal environment without causing friction.
* Governance Framework: This framework influences how the project objectives are set and achieved, how risk is monitored and assessed, and how performance is optimized.
Why other options are incorrect:
* Option A: While organizational structure and stakeholders are important, they are categorized more broadly as Enterprise Environmental Factors (EEFs) or specific project actors. " Protect funds " is a financial responsibility, not a component of a governance framework.
* Option C: Project management software, resource availability, and risk checklists are examples of EEFs and Organizational Process Assets (OPAs). They are tools and data used by the project manager, but they do not constitute the governance framework itself.
* Option D: While Governance elements and organizational goals are relevant, " team policies " are usually specific to the project (found in the Team Charter) rather than the overarching organizational governance framework that a new project manager must first adapt to.

QUESTION NO: 35
トルネード図はどのような種類の定量的リスク分析チャートの値を表すことができますか?
A. 感度分析
B. モンテカルロ解析
C. 期待金銭価値分析
D. 決定木分析
Answer: A
Explanation:
According to the PMBOKGuide, a Tornado Diagram is a specific graphical representation used within the Perform Quantitative Risk Analysis process to display the results of a Sensitivity Analysis.
* Sensitivity Analysis: This technique helps to determine which individual project risks or other sources of uncertainty have the most potential impact on project outcomes. It correlates variations in project outcomes with variations in elements of the quantitative risk model.
* Tornado Diagram: The diagram is a special type of bar chart used to compare the relative importance and variables that have a high degree of uncertainty to those that are more stable. In this chart:
* The Y-axis contains the various individual risks.
* The X-axis represents the spread or correlation of the uncertainty (usually in terms of cost or time).
* The bars are ordered by the size of the calculated impact, with the largest impact at the top, creating a " tornado " shape. This allows the project manager to quickly identify which risks deserve the most attention.
Why other options are incorrect:
* B. Monte Carlo analysis: While a tornado diagram can be derived from the data used in a simulation, the simulation itself is a computerized mathematical technique that provides a range of possible outcomes and their probabilities. The specific tool for visualizing sensitivity is the tornado diagram.
* C. Expected monetary value (EMV) analysis: EMV is a statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen. It is typically visualized through decision trees rather than tornado diagrams.
* D. Decision tree analysis: This is a diagramming and calculation technique used to evaluate a specific situation under uncertainty. It helps in choosing between several alternative courses of action. Its visual representation is a tree-like structure, not a tornado diagram.