

信息系统项目管理历年英语真题汇总与词汇

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1、信息系统项目管理师历年真题英语题翻译与答案

2015 年下半年

71、In an Information system. The () is the bridge between hardware and people

- A、keyboard
- B、internet
- C、disk
- D、data

信管网解析

在信息系统中。() 是硬件和人之间的桥梁

- A、键盘
- B、互联网
- C、磁盘
- D、三维数据

信管网参考答案: A

72、Cloud-computing providers offer their “services” according to different models, which happen to form a stack () , platform as a service (Paas), software as a service (SaaS)

- A、hardware as a service (Haas)
- B、network as a service (NaaS)
- C、infrastructure as a service (IaaS)
- D、data as a service (DaaS)

信管网解析

云计算供应商提供他们的“服务”，根据不同的类型，恰好形成()，平台即服务(PaaS)，软件即服务(SaaS)

- A、硬件即服务(HAAS)
- B、网络作为一种服务(NAAS)
- C、基础设施即服务(IaaS)
- D、数据即服务(DaaS)

信管网参考答案: C

73、() estimating is a technique for estimating the duration or cost of an activity ou project using historical data from a similar activity or project.

- A、Parametric
- B、Analogous
- C、Three-point
- D、Expert judgment

信管网解析

() 估计是一项技术，用于估计活动的时间或成本，使用历史数据从类似的活动或项目。

- A、参数
- B、类比
- C、三点
- D、专家判断

信管网参考答案: B

74、Schedule compression shortens the project schedule without changing the project scope, to meet schedule constraints, imposed dates, or other schedule objectives. Schedule compression techniques include crashing and ()

- A、fast tracking
- B、what-if scenario analysis
- C、resource leveling
- D、critical chain method

信管网解析

进度压缩技术包括快速跟进

信管网参考答案: A

75、If the approved change requests have an effect on the project scope, then the corresponding component documents and cost baselines, and () of the project management plan. Are revised and reissued to reflect the approved changes

- A、developing baselines
- B、testing baselines
- C、schedule baselines
- D、ending baselines

信管网解析

如果批准的变更请求对项目范围的影响, 那么相应的组件文件和成本基线, 和 () 的项目管理计划。修订再版反映批准的变更

- A、发展基线
- B、测试基线
- C、进度基线
- D、结束基线

信管网参考答案: c

2015 年上半年

71、wireless LAN,also widely known as WLAN or WIFI,is probably the most well-known member of the IEEE802 protocol family for home users today.It is standardized by () and shares many properties with wired Ethernet

- A、IEEE 802.1
- B、IEEE 802.3
- C、IEEE 802.5
- D、IEEE 802.11

信管网解析:

无线局域网(被广泛称之为 WLAN 或 WIFI)是人们最为熟悉的 IEEE802 协议族。它由 () 协议定义标准并具备许多有限局域网的特性。

- A、IEEE 802.1
- B、IEEE 802.3
- C、IEEE 802.5
- D、IEEE 802.11

信管网参考答案: D

72、When multiple routers are used in interconnected networks,the routers exchange information about () using a dynamic routing protocol

- A、destination addresses
- B、IP addresses
- C、work addresses
- D、router addresses

信管网解析:

当接入网络存在多个路由器时, 路由器利用动态路由协议交换 () 信息

- A、目的地址

- B、IP 地址
- C、工作地址
- D、路由地址

信管网参考答案: A

73、Before a project schedule can be created,the schedule maker should have a () ,an effort estimate for each task,and a resource list with availability for each resource

- A、work breakdown structure
- B、baseline
- C、software requirements specification
- D、plan

信管网解析:

制定项目进度计划之前,制定计划者需要()、各任务的工作量估计以及可能得到的资源列表

- A、分解结构
- B、基线
- C、软件需求描述
- D、计划

信管网参考答案: A

74、Establishing a project management timetable involves listing milestones,activities,and () with intended start and finish dates,of which the scheduling of employees may be an element

- A、relationships
- B、resources
- C、stakeholders
- D、deliverables

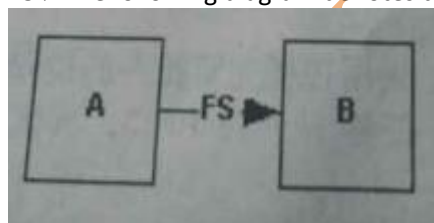
信管网解析:

建立项目管理的时间表需要里程碑列表、各活动、以及含有估计开始和结束时间的(),其中员工的调度被看作为元素。

- A, 关系
- B, 资源
- C, 干系人
- D, 可交付物

信管网参考答案: D

75、The following diagram denotes dependency between two activities A and B,It says ()



- A、B can't start before A is finished
- B、B can't finish before A is finished
- C、B can't start before A starts
- D、B can't finish before A starts

信管网解析:

下图表示的活动 A 与 B 的依赖关系可以描述为 ()

- A、A 结束前 B 不能开始
- B、A 结束前 B 不能结束
- C、A 开始前 B 不能开始
- D、A 开始前 B 不能结束

信管网参考答案: A

2014 年下半年

71、the following diagram is () network topology structure



- A、bus
- B、star
- C、ring
- D、tree

信管网解析:

下面的图表是 () 网络拓扑结构

- A、总线型
- B、星型
- C、环型
- D、树型

信管网参考答案: A

72、The main types of social networking services are those that contain category places (such as former school year or classmates), means to connect with friends (usually with self-description pages), and a recommendation system linked to () .

- A、net
- B、interests
- C、others
- D、trust

信管网解析:

主流类型的社交网络通常包含一些诸如校友或同学等分类的场所, 这些朋友通常会有自我介绍, 而且社交网络也是一种基于 () 关系的推荐系统

- A、网络
- B、兴趣
- C、其它
- D、信任

信管网参考答案: D

73、some team leaders think that the only way to () their team is through cash incentives. However research proves that money is the last thing you would want to use

- A、arouse
- B、encourage
- C、incite
- D、motivate

信管网解析:

一些团队主管认为唯一可以 () 团队的方式是现金激励。然而研究表明, 金钱往往是最后选择使用的手段

- A、引起

- B、鼓励
- C、刺激
- D、激励

信管网参考答案: D

74、In the () phase team members begin to work together and adjust their work habits and behaviors to support the team. The team learns to trust each other

- A、storming
- B、performing
- C、norming
- D、adjourning

信管网解析:

在()阶段,团队成员开始一起协调工作并调整他们的工作习惯和行为来支持团队工作。团队开始学会相互信任

- A、风暴
- B、表现
- C、规范
- D、解散

信管网参考答案: C

75、the () is primarily concerned with acceptance of the deliverables while quality control is primarily concerned with correctness of the deliverables and meeting the quality requirements specified for the deliverables

- A、verify scope
- B、define scope
- C、quality assurance
- D、validate scope

信管网解析:

验证主要关注的是接受交付,而质量控制主要关心的是交付的正确性,并满足交付规定的质量要求

- A、确认范围
- B、定义范围
- C、质量保证
- D、验证范围

信管网参考答案: D

2014 年上半年

71、all of the following are function of crm system except ()

- A、automation procurement
- B、automation sales
- C、automation marketing
- D、automation customer service

信管网解析:

所有以下是客户关系管理系统功能除了()

- A、自动化采购
- B、自动化销售
- C、自动化营销
- D、自动化客户服务

信管网参考答案: A

72、all of the following tools and techniques are helpful to accurately confirming customers needs except ()

- A、questionnaires
- B、prototyping approaches
- C、fishbone diagrams
- D、interviews

信管网解析:

以下所有的工具和技术有助于准确地确定客户的需求,除了 ()

- A、问卷
- B、原型方法
- C、鱼骨图
- D、访谈

信管网参考答案: C

73、74、Requirements management is the process of (1), analyzing, tracing, prioritizing and agreeing on requirements and then controlling changes and communicating to relevant stakeholders. It is a (2) process throughout a project. A requirement is a capability to which a project outcome (product or service) should conform.

- (1) A、communicating
B、collecting
C、filing
D、documenting

- (2) A、persistent
B、continuing
C、permanent
D、continuous

信管网解析:

需求管理过程是(1), 分析, 跟踪, 优先考虑和同意的要求并控制变化和沟通, 利益相关者。这是一个(2)在整个项目过程。的要求是一种能力, 项目成果(产品或服务)应符合。

- (1) A、沟通
B、收集
C、归档
D、编制

- (2) A、坚持的
B、继续的
C、永久的
D、连续的

信管网参考答案: B、D

75、setting redundant components in subsystem to handle with the risks brought by the defaults of original components, what kind of risk response strategy is this? ()

- A、risk avoidance
- B、risk acceptance
- C、risk mitigation
- D、contingency plan

信管网解析:

设置冗余组件的子系统处理的原始成分的违约带来的风险, 这是一种什么样的风险应对策略? ()

- A、风险规避
- B、风险接受
- C、风险减轻
- D、应急计划

信管网参考答案: C

2013 年下半年

71、Each machine in the internet is assigned a unique network address, called (), that is used to identify the machine for communication purposes

- A、MAC address
- B、IP address
- C、host address
- D、domain name address

信管网解析:

在互联网上的每个机器都被分配了一个 IP 地址, 这个地址是用来和其他机器通信的。

信管网参考答案: B

72、Information, in its most restricted technical sense, is a sequence of symbols that can be interpreted as a message. Information can be recorded as signs, or transmitted as ()

- A、symbols
- B、message
- C、signals
- D、wave

信管网解析:

信息是用来代表消息的, 可以被标记, 或者是以信号的方式传输

信管网参考答案: C

73、The uncertainty of an event is measured by its probability of occurrence and is inversely proportional to that. The more uncertain an event is. The more information is required to resolve uncertainty of that event. The amount of information is measured in ()

- A、possibility
- B、bits
- C、bps
- D、probability

信管网解析:

一个事件的不确定性的测量是通过其发生的概率是成反比的。是更加不确定事件。需要更多的信息来解决该事件的不确定性。以比特的信息量。

信管网参考答案: B

74、A () is a type of bar chart that illustrates a project schedule. It illustrates the start and finish dates of the terminal elements and summary elements of a project.

- A、gantt chart
- B、project histogram
- C、milestone chart
- D、project flowchart

信管网解析:

A 是甘特图, B 是项目直方图, C 是里程碑图, D 是项目流程图

信管网参考答案: A

75、The intention of the () is to schedule, organize and control all activities to achieve the project goal eventually, no matter how difficult it is and what kind of risks are there.

- A、project work breakdown
- B、project security authentication
- C、project management
- D、project flowchart

信管网解析:

项目管理的目的就是计划, 组织和控制项目的活动来达到最终的目的。

信管网参考答案: C

2013 年上半年

71、() is the process of documenting, analyzing, tracing, prioritizing and agreeing on requirements and then controlling change and communicating to relevant stakeholders. It is a continuous process throughout a project.

- A. Integrated management
- B. Configuration management
- C. Scope management
- D. Requirements management

信管网解析:

() 是一个过程, 该过程用来对需求进行记录、分析、跟踪、优先级排序并确认、然后进行变更控制并与干系人联系。它是一个贯穿于项目始终的连续过程。

- A. 整体管理
- B. 配置管理
- C. 范围管理
- D. 需求管理

信管网参考答案: D

72、() is a collection of data sets, which is so large and complex that it becomes difficult to process using on-hand database management tools or traditional data processing applications.

- A. Big data
- B. Cluster
- C. Parallel computing
- D. Data warehouse

信管网解析:

() 是一个数据集合, 它是如此庞大和复杂, 使得很难使用一般的数据库管理工具或传统的数据处理应用程序中对它进行处理。

- A. 大数据
- B. 集群
- C. 并行计算
- D. 数据仓库

信管网参考答案: A

73、In requirements engineering, requirements elicitation is the practice of collecting the requirements of a system from users, customers and other stakeholders. In the following practices, () is rarely used in requirements elicitation.

- A. brain storming
- B. interview
- C. questionnaire
- D. Monte Carlo analysis

信管网解析:

在需求工程中, 需求获取是从用户、客户和其他干系人中选择系统需求的过程。下列方法中, () 不是需求获取的方法。

- A. 头脑风暴法
- B. 会谈
- C. 调差问卷
- D. 蒙特卡洛法

信管网参考答案: D

74、Software configuration management (SCM) is the task of tracking and controlling changes in the software. Configuration management practices include configuration identification, change control, () and configuration audit.

- A. milestones marking
- B. status reporting
- C. stakeholder management
- D. quality audit

信管网解析:

软件配置管理用来跟踪并控制软件的变化。配置管理过程包括配置标识、变更控制、() 和配置审计。

- A. 里程碑标记
- B. 状态报告
- C. 干系人管理
- D. 质量监查

信管网参考答案: B

75、() is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws.

- A. Human resource management
- B. Strategic analysis
- C. Team management
- D. RACI

信管网解析:

() 用来吸引、选择、培训、考核以及奖励员工, 同时负责组织领导和企业文化, 并确保组织遵守相关雇佣和劳动法。

- A. 人力资源管理
- B. 策略分析
- C. 团队建设
- D. RACI

RACI: 是一个相对直观的模式, 用以明确组织变革过程中的各个角色及其相关责任。

信管网参考答案: A

2012 年下半年

●Your company CEO just sent you an E-mail asking you to make a ... on your project , which has been in progress for 10 months , to all Identified internal and external stakeholders. He scheduled the presentation for next Monday.You expect more than 50 people to attend. The first step in preparing the presentation is to (71).

- A. define the audience
- B. determine the objective
- C. decide on the general form of the presentation
- D. plan a presentation strategy

信管网参考答案: B

信管网解析:

你负责的项目已经进行了 10 个月, 某天, 公司的 CEO 给你发了一封电子邮件, 要你向所有的、确定的、内部和外部的干系人报告项目当前的情况, 报告的时间定在了下周一, 你预计可能会有 50 多人出席。报告准备的第一步是确定目标。

- A: 明确报告的听众
- B: 确定目标
- C: 确定报告的总体格式
- D: 设计一个报告战略

● A data warehouse is a subject-oriented data set used for reporting and analysis. Data warehouses can be subdivided into (72). Which store subsets of data from a warehouse.

(72) A . OLTPs B. transactions C. data sarts D. OLAPs

信管网参考答案: C

信管网解析:

数据仓库是一个面向主题的用于报告和分析的数据集。数据仓库可以细分为数据集市,即从一个仓库中存储数据的子集。

- A: 联机事务处理
- B: 交易
- C: 数据集市
- D: 联机分析处理

● The communication management plan determines the information and communications needs of the stakeholders. In the following statements related to communication management plan. (73) is false.

- A. The communication management plan is contained in or is a subsidiary plan of, the project management plan.
- B. The communication management plan can be formal or informal, highly detailed or broadly framed, and based on the needs of the project.
- C. The communication manangement plan organize and summarize the information gathered, and present the results of any analysis as compared the performance measurement baseline.
- D. The communication management plan can include guidelines project status meetings, project team meetings, e-meetings, and e-mail

信管网参考答案: C

信管网解析:

沟通管理计划用于确定项目干系人的信息需求和沟通方法,以下关于沟通管理计划的叙述中,错误的是:沟通管理计划定期收集、对比和分析基准与实际数据,以便了解和沟通项目进展与绩效情况。

- A: 沟通管理计划是项目管理计划的一部分或子计划
- B: 沟通管理计划可以根据项目需求是正式或非正式的、非常详细或高度概括的。
- C: 沟通管理计划定期收集、对比和分析基准与实际数据,以便了解和沟通项目进展与绩效情况。
- D: 沟通管理计划可包括关于状态会议、项目团队回忆、网络会议和电子邮件等的指南。

● Stakeholder management refers to managing communications to satisfy needs of, and resolve issues with, project stakeholders. The (74) is useful responsible for stakeholder management.

(74) A. PMO B. CIO C. CCB D. PM

信管网参考答案: D

信管网解析:

项目干系人管理是指为满足干系人的需要而与之沟通,并解决所发生的问题,通常,项目经理(PM)负责项目干系人管理。

- A: 项目管理办公室
- B: 首席信息官
- C: 变更控制委员会。
- D: 项目经理

● The most crucial time for project risk assessment is (75).

- A. when a problem surfaces
- B. during the planning phase
- C. during the close-out phase
- D. after the project schedule has been published

信管网参考答案: B

信管网解析:

进行项目风险评估最关键的时候是:规划阶段

- A: 问题出现时
- B: 规划阶段
- C: 结束阶段
- D: 项目进度公布后

2012 上半年

71. The connection between two networks to/from an internet is handled by a machine known as a ____.

A、bridge B、server C、router D、switch

信管网参考答案: C

信管网试题解析:

在互联网中将两个网络连接在一起的设备被称为路由器

72. The TCP protocol is a ____ layer protocol.

A、physical B、network C、transport D、application

信管网参考答案: C

信管网试题解析:

TCP 协议是传输层协议。

73. An example of scope verification is ____.

A、review the performance of an installed software module

B、managing changes to the project schedule

C、decomposing the WBS to a workpackage level

D、performing a benefit/cost analysis to determine if we should proceed with the project

信管网参考答案: A

信管网试题解析:

范围验证的一个示例是__。

A. 查看已安装的软件模块的性能

B. 项目进度变更管理

C. 分解到工作包级别 WBS

D. 执行成本/效益分析, 以确定是否我们应该继续进行项目

范围验证, 这一过程用于正式验收项目的阶段成果或项目的最终成果, 也叫范围确认。验收的作用就是检查系统或软件是否能正常运行, 所以选择 A

74. Your project is behind schedule due to conflict between team members. Having resolved the conflict, to get the project back on schedule, you should consider ____.

A、crashing the schedule

B、performing resource leveling

C、conducting reverse resource allocation scheduling

D、utilizing the critical chain resources

信管网参考答案: B

信管网试题解析:

由于团队成员之间的冲突, 造成了项目进度落后于计划, 为了解决冲突以使得项目如期完成, 你应该考虑:

A. 重新安排时间表 B. 执行资源调配 C. 进行反向资源分配调度 D. 利用关键的主要资源

75. You have just taken control of a project in the middle of execution and need to learn who has approval authority for revisions in scope. ____ document provides this information.

A、Resource assignment matrix B、Change control plan

C、Project charter D、Client organization chart

信管网参考答案: B

信管网试题解析:

在项目执行的过程中你刚刚获得项目的控制权力, 并且需要了解谁具有范围修正的权限, ____文件提供了该信息? A. 资源分配矩阵 B. 变更控制计划 C. 项目章程 D. 客户的组织结构图

2011 年下半年

- Quality planning tools are often used to help plan effective quality management activities.(71) is one of such tools, which involves company actual or planned project practices to those or other projects to generate ideas for improvement and to provide a basis by which to measure performance.

(71) A、 Benchmarking B、 Quality metric C、 Quality checklist D、 Brainstorming

信管网试题解析:

信管网参考答案: A

- A (72) is a collection of projects and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives.

(72) A、 program B、 portfolio C、 project of large size D、 PMO

信管网试题解析:

信管网参考答案: B

- In the process of communication requirement analysis, the project manager should consider the number of potential communication channels or paths as an indicator of the complexity of a project's communication. According to Metcalfe's Law, a project with 10 stakeholders has (73) potential communication channels.

(73) A、 10 B、 45 C、 50 D、 100

信管网试题解析:

$10 \times 9 / 2 = 45$, 信管网参考答案: B

- There are strategies typically deal with threats or risk that may have negative impacts on project objectives if they occur, some other strategies are suggested to deal with risks with potentially positive impacts. (74) is a risk response strategy that may be adopted for either threats or opportunities.

(74) A、 share B、 Mitigate C、 Transfer D、 Acceptance

信管网试题解析:

信管网参考答案: D

- The parties to government procurement refer to the principal entities of all kinds that enjoy rights and undertake obligations in government procurement, including the procuring entities,the (75) and the procuring agencies.

(75) A、 users B、 servers C、 producers D、 suppliers

信管网试题解析:

信管网参考答案: D

2011 年上半年

● Documentation of a software package is normally produced for two purposes. One is to explain the __ (71) __ of the software and describe how to use them. This is known as __ (72) __ because it is designed to be read by the user of the software. The other purpose of documentation is to describe the software's internal composition so that the system can be maintained later in its lifecycle. Documentation of this type is known as __ (73) __.

(71) A. plans B. cost C. features D. schedules

(72) A. system documentation B. user documentation
C. vender documentation D. product documentation

(73) A. system documentation B. user documentation
C. vender documentation D. license documentation

cnitpm 解析

(71) 的正确选项是 “ C features ”

(72) 的正确选项是 “ B user documentation ”

(73) 的正确选项是 “ A system documentation ”

● Project selection methods involve measuring value or attractiveness to the project owner or sponsor and may include other organizational decision criteria. __ (74) __ is not a project selection method.

(74) A. Benefit contribution B. Expert judgment C. Scoring models D. Flow charting

cnitpm 解析

(74) 的正确选项是 “ D Flow charting ”

● Precedence Diagramming Method(PDM) is a method used in activity sequencing. There are four types of dependencies or precedence relationships in PDM. The initiation of the successor activity depends upon the completion of the predecessor activity is called __ (75) __.

(75) A. Finish-to-Start B. Finish-to-Finish C. Start-to-Start D. Start-to-Finish

cnitpm 解析

(75) 的正确选项是 “ A Finish-to-Start ”

2010 年下半年

● Project schedule management is made up of six management processes including: activity definition, activity sequencing, (71) , and schedule control by order.

(71) A. activity duration estimating, schedule developing, activity resource estimating
B . activity resource estimating, activity duration estimating, schedule development
C. schedule developing, activity resource estimating, activity duration estimating
D. activity resource estimating, schedule developing, activity duration estimating

信管网解析:

项目时间管理包括使项目按时完成所必需的管理过程。进度安排的准确程度可能比成本估计的准确程度更重要。考虑进度安排时要将人员的工作量与花费的时间联系起来,合理分配工作量,利用进度安排的有效分析方法严格监视项目的进展情况,以使得项目的进度不致被拖延。

项目时间管理过程包括:活动定义、活动排序、活动的资源估算、活动历史估算、制定进度计划及进度控制六个步骤。

以上六个步骤具有先后顺序,因此选择“活动的资源估算” activity resource estimating、“活动历史

估算” activity duration estimating、制定进度计划schedule development, 所以选B。

信管网参考答案: B

● Many useful tools and techniques are used in developing schedule. (72) is a schedule network analysis technique that modifies the project schedule to account for limited resource.

(72) A. PERT

B. Resource levelling

C. Schedule compression

D. Critical chain method

信管网解析:

在制定项目进度计划中有很多有用的方法和工具。如下:

PERT方法能协调整个计划的各道工序, 通过描绘出项目包含的各种活动的先后次序, 标明每项活动的时间或相关的成本, 合理安排人力、物力、时间、资金, 加速计划的完成;

Schedule compression进度压缩, 是通过赶工、快速跟进等方法压缩工期, 是在不改变项目范围条件下缩短项目进度的途径;

Critical chain method关键路径法计算所有计划活动理论上的最早开始与完成时间、最迟开始与完成时间, 寻找活动的关键路径, 通过调整关键路径进行进度制定;

Resource levelling资源平衡是根据有限资源调整项目进度的方法。

所以选D。

信管网参考答案: D

● Changes may be requested by any stakeholder involved with the project, but changes can be authorized only by (73).

(73) A. executive IT manager

B. project manger

C. change control board

D. project sponsor

信管网解析:

项目变更可以由IT经理executive IT manager、项目管理者project manager、项目发起人project sponsor等任意项目干系人发起, 但只有变更控制委员会change control board授权通过, 所以选C。

信管网参考答案: C

● Configuration management system can be used in defining approval levels for authorizing changes and providing a method to validate approved changes. (74) is not a project configuration management tool.

(74) A. Rational Clearcase

B. Quality Function Deployment

C. Visual SourceSafe

D. Concurrent Versions System

信管网解析:

配置管理的目的在于运用配置标识、配置控制、配置状态统计和配置审计, 建立和维护工作产品的完整性。常用的配置管理工具有Visual SourceSafe、Rational Clearcase, 以及Concurrent Versions System等。

Quality Function Deployment质量功能展开是把顾客或市场的要求转化为设计要求、零部件特性、工艺要求、生产要求的多层次演绎分析方法, 与配置管理无关, 所以选B。

信管网参考答案: B

● Creating WBS means subdividing the major project deliverables into smaller components until the deliverables are defined to the (75) level.

(75) A. independent resource

B. individual work load

C. work milestone

D. work package

信管网解析:

WBS工作分解结构是面向可交付物的层次性分析结构, 是对完成项目目标、创造可交付物所需执行的项目工作的分解。WBS把项目工作细分为更小、更易管理的工作单元, 随着WBS层次的降低, 意味着项目工作也越来越详细, 直到工作包work package的层次。

独立资源independent resource、个人工作负荷individual work load以及工作里程碑work milestone都不是WBS分解的最小层级, 因此选D。

信管网参考答案: D

2010 年上半年

● (71) assesses the priority of identified risks using their probability of occurring, the corresponding impact on project objectives if the risks do occur, as well as other factors such as the time frame and risk tolerance of the project constraints of cost, schedule, scope, and quality.

- (71) A. Quantitative Risk Analysis B. Qualitative Risk Analysis
C. Enterprise Environmental Factors D. Risk Management Plan

信管网参考答案: B

信管网解析:

定性风险分析利用风险发生概率、风险一旦发生对项目产生的影响以及其他因素(如时间框架和项目制约条件, 即成本、进度、范围、质量的风险承受度水平)对已识别风险进行优先级的评估。

选项A是定量风险分析, 选项B是定性风险分析, 选项C是企业环境因素, 选项D是风险管理计划。

● (72) describes, in detail, the project's deliverables and the work required to create those deliverables.

- (72) A. Product scope description B. Project objectives
C. Stakeholder Analysis D. The project scope statement

信管网参考答案: D

信管网解析:

项目范围说明书详细描述项目的可交付成果和为了提交这些可交付成果而必须开展的工作。

选项A是产品范围说明书, 选项B是项目目标, 选项C是干系人分析, 选项D是项目范围说明书。

● Fair and (73) competition in government procurement around the world is good business and good public policy. Competitive pricing, product (74) and performance improvements result from competitive practices and help ensure that government authorities get the best (75) for the public they serve.

- (73) A. open B. continue
C. dependent D. reliable
(74) A. recession B. innovation
C. crisis D. ability
(75) A. help B. server
C. value D. policy

信管网参考答案: A、B、C

信管网解析:

在世界各地的政府采购中, 采用公平、公开的竞争是良好的贸易政策和良好的公共政策。富有竞争力的价格、产品的创新和绩效的提高源于竞争性实践活动, 并有助于确保政府为公众提供最有价值的服务。

习题(6): 选项 A 是公开的, 选项 B 是持续的, 选项 C 是依靠的, 选项 D 是可靠的。

习题(7): 选项 A 是倒退, 选项 B 是创新, 选项 C 是危机, 选项 D 是能力。

习题(8): 选项 A 是帮助, 选项 B 是服务, 选项 C 是价值, 选项 D 是政策。

2009 年下半年

● The (71) process ascertains which risks have the potential of affecting the project and documenting the risks' characteristics.

(71) A. Risk Identification

B. Quantitative Risk Analysis

C. Qualitative Risk Analysis

D. Risk Monitoring and Control

信管网试题解析:

项目风险管理主要包括编制风险管理计划、风险识别、定性风险分析、定量风险分析、编制风险应对计划和风险监控。

其中, 风险识别过程是确定哪些风险可能会对项目产生影响, 并将这些风险的特征形成文档。选项 A 是风险识别, 选项 B 是定量风险分析, 选项 C 是定性风险分析, 选项 D 是风险监控。

信管网参考答案:

(71) A

● The strategies for handling risk comprise of two main types: negative risks, and positive risks. The goal of the plan is to minimize threats and maximize opportunities. When dealing with negative risks, there are three main response strategies (72), Transfer ,Mitigate .

(72) A. Challenge

B. Exploit

C. Avoid

D. Enhance

信管网试题解析:

风险应对策略包括两种类型: 负面风险的应对策略和正向风险的应对策略。风险应对计划的目标是最小化威胁, 并且最大化机会。处理负面风险有三种典型的策略: 回避、转移和减轻。

选项 A 是挑战, 选项 B 是开发, 选项 C 是回避, 选项 D 是提高。

信管网参考答案:

(72) C

● (73) is a property of object-oriented software by which an abstract operation may be performed in different ways in different classes.

- (73) A. Method
B. Polymorphism
C. Inheritance
D. Encapsulation

信管网试题解析:

多态是面向对象的特征之一，它提供了一个抽象操作，在不同的类中能够执行不同的方法。

选项 A 是方法，选项 B 是多态，选项 C 是继承，选项 D 是封装。

信管网参考答案:

(73) B

● The Unified Modeling Language is a standard graphical language for modeling object-oriented software. (74) can show the behavior of systems in terms of how objects interact with each other.

- (74) A. Class diagram
B. Component diagram
C. Sequence diagram
D. Use case diagram

信管网试题解析:

统一建模语言是为面向对象软件建模的一种标准图形语言。顺序图可以根据对象间如何交互来展示系统的行为。

选项 A 是类图，选项 B 是组件图，选项 C 是顺序图，选项 D 是用例图。

信管网参考答案:

(74) C

● The creation of a work breakdown structure (WBS) is the process of (75) the major project deliverables.

- (75) A. subdividing
B. assessing
C. planning
D. integrating

信管网试题解析:

创建工作分解结构是分解项目可交付物的过程。

选项 A 是分解，选项 B 是估算，选项 C 是计划，选项 D 是整合。

信管网参考答案:

(75) A

2009 年上半年

第七十一—七十五题

Many of the activities performed during the preliminary investigation are still being conducted in (71), but in much greater depth than before. During this phase, the analyst must become fully aware of the (72) and must develop enough knowledge about the (73) and the existing systems to enable an effective solution to be proposed and implemented. Besides the (74) for process and data of current system, the deliverable from this phase also includes the (75) for the proposed system.

- | | |
|---|-------------------------------------|
| (71) A. analysis phase | B. design phase |
| C. implementation phase | D. maintenance phase |
| (72) A. main symptom | B. root problem |
| C. final blueprint | D. data specification |
| (73) A. hardware environment | B. testing environment |
| C. software environment | D. business environment |
| (74) A. logical models | B. physical models |
| C. design models | D. implementation models |
| (75) A. hardware and software specification | B. system performance specification |
| C. formal requirements definition | D. general problem statement |

信管网解析:

初步调研阶段的许多活动在分析阶段仍然要做,但是会比以前更深入地做。在分析阶段,分析师一定要完全清楚最终蓝图并且开发出充分的关于业务环境知识和目前系统的知识以使一个有效的解决方案被提交和实施。除了当前系统的过程 and 数据的逻辑模型,这一阶段的产出物还包括建议系统的正式需求定义。

信管网参考答案: 71A, 72B, 73D, 74A, 75C

2008 年下半年

● Define Activities is the process of identifying the specific actions to be performed to produce the (71).

- (71) A. project elements B. work drafts
C. work package D. project deliverables

Cnitpm 参考答案: D

● Project work packages are typically decomposed into smaller components called activities to provide a basis for (72), scheduling, executing, and monitoring and controlling the project work.

- (72) A. reviewing B. estimating C. auditing D. expecting

Cnitpm 参考答案: B

● The Estimate Activity Resource process is closely coordinated with the (73) process.

- (73) A. Estimate Costs B. Sequence Activities
C. Plan Communications D. Conduct Procurements

Cnitpm 参考答案: A

● Estimating activity durations uses information on activity scope of (74), required resource types, estimated resource quantities, and resource calendars.

- (74) A. milestone B. baseline C. quality D. work

Cnitpm 参考答案: D

● Developing the project schedule is often an iterative process. It determines the planned start and finish dates for project activities and milestones. Schedule development can require the review and revision of duration estimates and resource estimates to create an approved project schedule that can serve as a baseline to (75) progress.

(75) A. analyze B. track C. level D. extend

Cnitpm 参考答案: B

2008 年上半年

● The (71) is a general description of the architecture of a workflow management system used by the WFMC, in which the main components and the associated interfaces are summarized. The workflow enactment service is the heart of a workflow system which consists of several (72).

(71) A. waterfall model B. workflow reference model
C. evolutionary model D. spiral model

(72) A. workflow engines B. processes
C. workflow threads D. tasks Cnitpm 参考答案: B、A

Cnitpm 解析:

● The project maintains a current and approved set of requirements over the life of the project by doing the following:

- (73) all changes to the requirements
- Maintaining the relationships among the requirements, the project plans, and the work products
-

(73) A. Monitoring B. Managing C. Gathering D. Reducing Cnitpm 参考答

案: B

Cnitpm 解析:

● The receiving activities conduct analyses of the requirements with the requirements provider to ensure that a compatible, shared understanding is reached on the meaning of the requirements. The result of this analysis and dialog is an (74) set of requirements.

(74) A. agreed-to B. agree-to
C. agree-to-do D. agree-with

Cnitpm 参考答案: A

Cnitpm 解析:

● During the project, requirements change for a variety of reasons. As needs change and as work proceeds, additional requirements are derived and changes may have to be made to the existing requirements. It is essential to manage these additions and changes efficiently and effectively. To effectively analyze the impact of the changes, it is necessary that the source of each requirement is known and the rationale for any change is documented. The project manager may, however, want to track appropriate measures of requirements volatility to judge whether new or revised (75) are necessary.

(75) A. proceedings B. controls
C. forecasting's D. prelibations

Cnitpm 参考答案: B

2007 年下半年

● Project Quality Management processes include all the activities of the (71) that determine quality policies, objectives and responsibilities so that the project will satisfy the needs for which it was undertaken.

- (71) A. project
C. performing organization
B. project management team
D. customer

Cnitpm 参考答案: C

● The project team members should also be aware of one of the fundamental tenets of modern quality management: quality is planned ,designed and built in, not (72) .

- (72) A. executed in
C. check-in
B. inspected in
D. look-in

Cnitpm 参考答案: B

● The project (73) is a key input to quality planning since it documents major project deliverables, the project objectives that serve to define important stakeholder requirements, thresholds, and acceptance criteria.

- (73) A. work performance information
C. change requests
B. scope statement
D. process analysis

Cnitpm 参考答案: B

● Performing (74) involves monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory results.

- (74) A. quality planning
C. quality performance
B. quality assurance
D. quality control

Cnitpm 参考答案: D

● (75) involves using mathematical techniques to forecast future outcomes based on historical results.

- (75) A. Trend analysis
C. Defect repair review
B. Quality audit
D. Flowcharting

Cnitpm 参考答案: A

2006 年下半年

● (66) from one phase are usually reviewed for completeness and accuracy and approved before work starts on the next phase.

- (66) A.Process B.Milestone C.Work D. Deliverables

Cnitpm 参考答案: D

Cnitpm 解析:

● Organizations perform work to achieve a set of objectives. Generally, work can be categorized as either projects or operations, although the two sometimes are (67) .

- (67) A.confused B.same C.overlap D.dissever

Cnitpm 参考答案: C

Cnitpm 解析:

● In the project management context, (68) includes characteristics of unification, consolidation, articulation, and integrative actions that are crucial to project completion, successfully meeting customer and other stakeholder requirements, and managing expectations.

- (68) A.integration B.scope C.process D.charter

Cnitpm 参考答案: A

Cnitpm 解析:

● Project (69) Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.

- (69) A.Integration B.Scope C.Configuration D.Requirement

Cnitpm 参考答案: B

Cnitpm 解析:

- On some projects, especially ones of smaller scope, activity sequencing, activity resource estimating, activity duration estimating, and (70) are so tightly linked that they are viewed as a single process that can be performed by a person over a relatively short period of time.

- (70) A.time estimating B.cost estimating
C.project planning D.schedule development **cnitpm 参考答案: D**

Cnitpm 解析:

● In approximating costs, the estimator considers the possible causes of variation of the cost estimates, including (71) .

- (71) A.budget B.plan C.risk D.contract **cnitpm 参考答案: C**

Cnitpm 解析:

● Project Quality Management must address the management of the project and the (72) of the project. While Project Quality Management applies to all projects, regardless of the nature of their product, product quality measures and techniques are specific to the particular type of product produced by the project.

- (72) A.performance B.process C.product D.object **cnitpm 参考答案: C**

Cnitpm 解析:

- (73) is a category assigned to products or services having the same functional use but different technical characteristics. It is not same as quality.

- (73) A.Problem B.Grade C.Risk D.Defect **cnitpm 参考答案: B**

Cnitpm 解析:

● Project (74) Management is the Knowledge Area that employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information.

- (74) A.Integration B.Time C.Planning D.Communication **cnitpm 参考答案:**

D

Cnitpm 解析:

- The (75) process analyzes the effect of risk events and assigns a numerical rating to those risks.

- (75) A.Risk Identification
C.Qualitative Risk Analysis
B.Quantitative Risk Analysis
D.Risk Monitoring and Control

cnitpm 参考答案: B

Cnitpm 解析:

2005 年下半年

- (66) means that every project has a definite beginning and a definite end.

- (66) A. Project phase B. Unique C. Temporary D. Closure 信管网参考答

案： C

- The (67) defines the phases that connect the beginning of a project to its end.

- (67) A. schedule B. project life cycle
C. temporary D. milestone 信管网参考答案: B

● (68) are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion.

- (68) A. Project managers
B. Project team members
C. Sponsor s
D. Project stakeholders 信管网参考答案: D

● The (69) Process Group consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements.

- (69) A. Planning B. Executing
C. Monitoring and Controlling D. Closing 信管网参考答案: B

● The (70) provides the project manager with the authority to apply organizational resources to project activities.

- (70) A. project management plan B. contract
C. project human resource plan D. project charter 信管网参考答案: D

● The (71) describes, in detail, the project's deliverables and the work required to create those deliverables.

- (71) A. project scope statement B. project requirement
C. project charter D. product specification 信管网参考答案: A

● The process of (72) schedule activity durations uses information on schedule activity scope of work, required resource types, estimated resource quantities, and resource calendars with resource availabilities.

- (72) A. estimating B. defining C. planning D. sequencing 信管网参考答案: A

● PDM includes four types of dependencies or precedence relationships: (73). The completion of the successor activity depends upon the initiation of the predecessor activity.

- (73) A. Finish-to-Start B. Finish-to-Finish
C. Start-to-Start D. Start-to-Finish 信管网参考答案: D

● (74) is the budgeted amount for the work actually completed on the schedule activity or WBS component during a given time period.

- (74) A. Planned value B. Earned value
C. Actual cost D. Cost variance 信管网参考答案: B

● (75) involves comparing actual or planned project practices to those of other projects to generate ideas for improvement and to provide a basis by which to measure performance. These other projects can be within the performing organization or outside of it, and can be within the same or in another application area.

- (75) A. Metrics B. Measurement C. Benchmarking D. Baseline
信管网参考答案: C

2005 年上半年

● (66) is a method of constructing a project schedule network diagram that uses boxes or rectangles, referred to as nodes, to represent activities and connects them with arrows that show the dependencies. This method includes following types of dependencies or precedence relationships: (67) the initiation of the successor activity, depends upon the completion of the predecessor activity. (68) the initiation of the successor activity, depends upon the initiation of the predecessor activity.

- (66) A. PDM B. CPM C. PERT D. AOA
(67) A. F-S B. F-F C. S-F D. S-S
(68) A. F-S B. F-F C. S-F D. S-S 信管网参考答案:

A、A、D

信管网解析:

● Estimating schedule activity costs involves developing an (69) of the costs of the resources needed to

complete each schedule activity. Cost estimating includes identifying and considering various costing alternatives. For example, in most application areas, additional work during a design phase is widely held to have the potential for reducing the cost of the execution phase and product operations. The cost estimating process considers whether the expected savings can offset the cost of the additional design work. Cost estimates are generally expressed in units of (70) to facilitate comparisons both within and across projects. The (71) describes the business need, justification, requirements, and current boundaries for the project. It provides important information about project requirements that is considered during cost estimating. (69) A. accuracy B. approximation C. specification D. summary (70) A. activity B. work C. currency D. time (71) A. project scope statement B. statement of work C. project management plan D. project policy 信管网参考答案: B、C、A

信管网解析:

● The (72) technique involves using project characteristics in a mathematical model to predict total project costs. Models can be simple or complex. (72) A. Cost Aggregation B. Reserve Analysis C. Parametric Estimating D. Funding Limit Reconciliation 信管网参考

答案: C

信管网解析:

● (73) is a measurable, verifiable work product such as a specification, feasibility study report, detail design document, or working prototype. (73) A. Milestone B. Deliverable C. ETC D. BAC

信管网参考答案: B

信管网解析:

● (74) are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion; they may also exert influence over the project and its results. (74) A. Controls B. Baselines C. Project stakeholders D. Project managers 信管网参考答案: C

信管网解析:

● (75) is the process of obtaining the stakeholders' formal acceptance of the completed project scope. Verifying the scope includes reviewing deliverables and work results to ensure that all were completed satisfactorily. (75)

A. Project acceptance B. Scope verification C. Scope definition D. WBS Creation

信管网参考答案: B

信管网解析:

2、信息系统项目管理师备考常见计算机技术词汇

abstract 抽象

accuracy 精确

achieve 完成, 成功

Activity diagram 活动图

Administrator Subsystem 设备间子系统

ADSL Asymmetric Digital Subscriber Line, 非对称数字用户环路

Aggregation 聚合

alternatives 另类的

ameasurable 改善

ANSI American National Standards Institute, 美国国家标准协会

AON Active Optical Network, 有源光网络
API Application Programming Interface, 应用程序编程接口
Application Layer 应用层
approximation 几乎正确地
ARP Address Resolution Protocol, 地址解析协议
articulation, 连接
assesses 评估
Association 关联
ATM Asynchronous Transfer Mode, 异步传输模式
Attribute 属性
authority 权力
Availability 可用性
Avoid 避免
aware 意识到
B/S Browser/Server, 浏览器/服务器
B2B Business To Business, 企业对企业
B2C Business To Customer, 企业对消费者
Backbone Subsystem 垂直干线子系统
BI Business Intelligence, 商业智能
BM Dynamic Baseline Model 动态基线模型
Bridge 网桥
BSP -Business System Planning, 企业系统规划
C/S Client/Server, 客户机/服务器
C2C Customer To Customer, 消费者对消费者
CA Certification Authorization, 认证机关
CAD Computer-Aided Design, 计算机辅助设计
calendars 日历, 月历
Campus Backbone Subsystem 楼宇(建筑群)子系统
category 种类
CDMA Code Division Multiple Access, 码分多址
Challeng 挑战
Class 类
Class diagram 类图
Cloud Computing 云计算
Collaboration diagram 协作图
Communication 消息通信
Component 构件
Component diagram 构件图
Composite 组合
Confidentiality 机密性
consolidation, 合并,
construct 构造
Containe 容器
coordinated 调节, 协调
CORBA Common Object Request Broker Architecture, 公共对象请求代理体系结构
corresponding. 相应的

CRM Customer Relationship Management, 客户关系管理
DAS Direct-Attached Storage, 直接连接存储
Data Mart 数据集市
Data Mining 数据挖掘
Data Warehouse 数据仓库
Database 数据库
Datalink Layer 数据链路层
DCF Discounted Cash Flow 折现现金流
DCOM Distributed Component Object Model, 分布式构件对象模型
DD Data Dictionary, 数据字典
DDN Digital Data Network, 数字数据网
decomposed 腐烂
definite 明确的
Dependency 依赖
Deployment diagram 部署图
derived from 来源于
DES Data Encryption Standard, 数据加密标准
Development View 开发视图
DFD Data Flow Diagram, 数据流图
DHCP Dynamic Host Configuration Protocol, 动态主机设置协议
Directory structure - 目录结构
Distributed Computing 分布式计算
DSS Decision Support System, 决策支持系统
EC Electronic commerce , 电子商务
EDI Electronic Data Interchange, 电子数据交换
enactment 颁布, 扮演
Enhance igate 提高
Equipment Room Subsystem 设备间子系统
E-R Entity Relationship Diagram, E-R 图
ERP Enterprise Resource Planning, 企业资源计划
ERP Enterprise Resource Planning 企业资源规划
especially 特别, 尤其
essential 基本的
Ethernet 以太网
evolutionary model 演变型
Exploit 开发
Extendibility 可扩展性
FDMA Frequency Division Multiple Access, 频分多址
feasibility 可行性
Firewall 防火墙
forecast 预测, 预报
FTP File Transfer Protocol, 文件传输协议
FTTB Fiber to The Building, 光纤到楼
FTTC Fiber To The Curb, 光纤到路边
FTTH Fiber To The Home, 光纤到户
FTTR Fiber To The Remote module, 光纤到远端接入点

FTTZ Fiber To The Zone, 光纤到小区
function -函数
Functionality 功能性
fundamental 基本(础)的
funding 基金; 储备, 存款
G2B Government to Business, 政府对企业
G2C Government to Citizen, 政府对公众
G2E Government to Employee, 政府对公务员
G2G Government to Government, 政府部门之间
Gateway 网关
Generalization 泛化
GIS Geographic Information System, 地理信息系统
Graphical User Interface 图形用户界面
Grid Computing 网格计算
HDSL High-speed Digital Subscriber Line, 高速率数字用户线路
HFC Hybrid Fiber—Coaxial, 混合光纤同轴电缆网
Horizontal Backbone Subsystem 水平干线子系统
HTML Hypertext Markup Language, 超文本标记语言
IDEA International Data Encryption Algorithm, 国际加密数据算法
identifying 认同
IEC International Electro technical Commission, 国际电工委员会
IEEE Institute of Electrical and Electronics Engineers, 电气电子工程师协会
impact 影响
individuals 个别地
Information Security 信息安全
Inheritance 继承
inspected in 检查
Integrity 完整性
investigation 调查
involves 涉及
IOT Internet of Things, 物联网
IPSec The Internet Protocol Security, Internet 协议安全性
IS Information System, 信息系统
ISO International Organization for Standardization, 国际标准化组织
ITIL Information Technology Infrastructure Library, 信息技术基础架构库
ITSM IT Service Management, IT 服务管理
ITU International Telecommunications Union, 国际电信联盟
LAN Local Area Network, 局域网
Logic View 逻辑视图
Maintainability 可维护性
Message 消息
Middleware 中间件
MIS Management Information System, 管理信息系统
Modifiability 可修改性
Module View 模块视图
MRP Material Requirement Planning, 物料需求计划

MRPII Manufacturing Resource Planning, 制造资源计划
NAS Network Attached Storage, 网络连接存储
Network Layer 网络层
Non-Repudiation 不可否认性
numerical 数值的
Object 对象
Object diagram 对象图
OCR -Optical Character Recognition, 光学字符识别
OLAP On-Line Analytical Processing, 在线联机分析处理
OLTP On-Line Transaction Processing, 联机事务处理系统
OMG Object Management Group, 对象管理组织
OOA Object-Oriented Analysis, 面向对象分析方法
OOD Object-Oriented Design, 面向对象设计
OOP Object Oriented Programming, 面向对象编程
OSI Open System Interconnect, 开放式互联系统
PDH Plesiochronous Digital Hierarchy, 异步光网络
PDS Premises Distribution System, 综合布线系统
Performance 性能
Physical Layer 物理层
Physical View 物理视图
PKI Public Key Infrastructure, 公钥基础设施
PMI Privilege Management Infrastructure, 授权管理基础设施
PON Passive Optical Network, 无源光网络
Portability -可移植性
PPTP Point to Point Tunneling Protocol, 点对点协议
predecessor activity
preliminary 初步的
Presentation Layer -表示层
priority 重点
probability of occurring 发生可能性
proceedings 进程
Process View 进程视图
procurement 获得
property 财产, 性能
prototype 原型
Proxy 代理
RAID Redundant Array of Independent Disk, 独立冗余磁盘阵列
Reassemble 结构重组
recession 衰退
reconciliation 和解
Reliability 可靠性
reliable 可靠的
responsibilities 职责
revised 修订
RFID Radio Frequency Identification, 射频识别
Router 路由器

RPC Remote Procedure Call, 远程过程调用
RSA 由 Ron Rivest、Adi Shamir 和 LenAdleman 三人创建, 著名非对称加密算法
SA Structured Analysis, 结构化分析方法
SAN Storage Area Network, 存储区域网络
Scenarios 场景
SCM Supply Chain Management, 供应链管理
SDH Synchronous Digital Hierarchy, 同步光网络
Security 安全性
Sequence diagram 序列图
Server 服务器
Session Layer 会话层
SOA Service Oriented Architecture, 面向服务的体系结构
SOAP Simple Object Access Protocol, 简单对象访问协议
specification 规范; 明确说明; 说明书
spiral model 螺旋型
SQA Software Quality Assurance, 软件质量保证
State diagram 状态图
successor activity
Switch 交换机
TCP Transmission Control Protocol, 传输控制协议
TDMA Time Division Multiple Access, 时分多址
technique 技术, 技能
template 模版
temporary 暂时的
Token Ring 令牌环网
tolerance 容忍
TPS Transaction process System, 事务处理系统
Transport Layer 传输层
UDDI Universal Description, Discovery and Integration, 通用描述、发现与集成服务
UDP User Datagram Protocol, 用户数据包协议
UML Unified Modeling Language, 统一建模语言
unification, 统一,
URL Uniform Resource Locator, 统一资源定位器
Use case diagram 用例图
VDSL Very-high-bit-rate Digital Subscriber loop, 甚高速数字用户环路
Virus 病毒
volatility 动荡不定的
VPN Virtual Private Network, 虚拟专用网
WAN Wide Area Network, 广域网
waterfall model
WDM Wave Division Multiple Access, 波分多址
Web Services Web 服务
WFMS Workflow Management System, workflow 管理系统
Work Area Subsystem 工作区子系统
Workflow 工作流
workflow reference model

Workstation 工作站
WSDL Web Services Description Language, Web 服务描述语言
XML Extensible Markup Language, 可扩展标记语言

3、信息系统项目管理师备考常见的项目管理词汇

ABC Activity Based Costing , 基于活动的成本核算
AC Actual Cost, 已完成工作量的实际费用
Accept 验收
Acceptable Quality Level 可接受质量水平
Acceptance Standard 验收标准
Action 处理
Activity 活动
Activity Definition 活动定义
Activity Description 活动描述
Activity Description 活动描述/说明
Activity List 活动清单
ACWP Actual Cost of Work Performed 已完成工作实际成本
ADM Arrow Diagram Method, 箭线图法
ADM Arrow Diagram Method 箭线图方法
AF Actual Finish Date 实际完成日期
Analogous Estimating 类比估算
AOA Active On the Arrow, 双代号网络图法
Approve 批准
APR Acquisition Plan Review, 采购计划评审
APR Acquisition Plan Review 采购计划评审
AQL Acceptable Quality Level 可接受质量水平
AS Actual Start Date 实际开始日期
BAC Budget At Completion, 计划总额
BAC Baseline at Completion 完成/完工基线
BAC Budget at Completion 完工预算
Bar Chart 横道图
Base line 基线
BCWP Budgeted Cost of Work Performed 已完工作预算成本
BCWS Budgeted Cost of Work Scheduled 计划工作的预算成本
Benchmarking Analysis 基准比较分析法
Bottom-Up-Estimating 自底向上法
Brainstorming 头脑风暴法
BSA Balanced Scorecard Approach 平衡记分卡方法
CCB Change Control Board, 变更控制委员会
CCB Configuration Management Board, 配置管理委员会
Check 检查
Check point 检查点
Checklist 检查单

CI Configuration Items, 配置项
Claim 索赔
Closing Process 收尾过程组
CM Configuration Management, 配置管理
CMM Capability Maturity Model, 能力成熟度模型
CMMI Capability Maturity Model Integration, 能力成熟度模型集成
CMO Configuration Management Officer, 配置管理员
COCOMO Constructive Cost Model, 构造性成本模型
Communicate 沟通
Communication Channel 沟通渠道
Communication Plan 沟通计划
Compromise 妥协
Concurrent Engineering 并行工程
Configuration Library 配置库
Configuration Status Report 配置状态报告
Contract 合同
Contract Administration 合同管理
Contract Close-out 合同收尾
Contract Target Cost 合同目标成本
Controlled Library 受控库
Controlling Process 控制过程组
Cost 成本
Cost Baseline 成本基准
Cost Budget 成本预算
Cost Estimating 成本估算
Cost Management Plan 成本管理计划
Cost of Quality 质量成本
Cost Variance 成本偏差
CPFF Cost Plus Fixed Fee, 成本加固定费用 (合同)
CPI Cost Performed Index, 成本绩效指标
CPI Cost Performance Index 成本绩效指数
CPI Cost Performance Indicator 成本绩效指数
CPIF Cost Plus Incentive Fee, 成本加奖励费用 (合同)
CPIFC Cost Plus Incentive Fee Contract 成本加奖励费用合同
CPM Critical Path Method, 关键路线法
CPM Critical Path Method 关键路径法
CPPC Cost Plus Percentage of Cost Contract 成本加成本百分比合同
CPR Cost Performance Ratio 成本绩效比率
CPR Cost Performance Report 成本绩效报告
CR Change Request, 变更请求
Crashing 压缩、赶工
Critical Design Review 关键设计评审
CTC Contract Target Cost 合同目标成本
CTP Contract Target Price 合同目标价格
CV Cost Variance, 费用偏差
Decision Tree Analysis 决策树分析

Defect 缺陷
Deliverable 可交付物
Delphi 德尔菲法
Demonstration 论证
Development Library 开发库
Discounted Cash Flow 折现现金流
Do 行动
Document 文档
Dummy Activity 虚活动
EAC Estimate At Completion, 完成时估算
EAC Estimated Actual at Completion 实际完工估算
EF Earliest Finish Time, 最早完成时间
Enterprise Environmental Factors 事业环境因素
ES Earliest Start Time, 最早开始时间
ETC - Estimate To Complete, 完成尚需成本估算
ETC Estimate To Complete 尚未完成/完工的估算
EV Earned Value, 已完成工作量的预算成本
EVM -Earned Value Management, 挣值管理
Executing Process 执行过程组
Expert Judgment 专家判断
Fast Tracking 快速跟进
FF Free Float, 自由时差
FFP Firm Fixed Price, 完全固定总价(合同)
Force 强迫
Functional Organization 职能组织
Gantt Chart 甘特图
Graphical Evaluation and Review Technique 图形评审技术
Information Distribution 信息分发
Initiating Process -启动过程组
Input 输入
Inspection 审查
LF Latest Finish Time, 最迟完成时间
LS Latest Start Time, 最迟开始时间
Matrix Organization 矩阵型组织
Method 方法
Milestone 里程碑
Monte Carlo Analysis -蒙特卡洛分析
Most likely time 最可能时间
OBS Organizational Breakdown Structure, 组织分解结构
Operations 运作
Optimistic time -乐观时间
Organizational Process Assets 组织过程资产
Output 输出
Outsourcing -外包
Pareto Chart 帕累托图
PDM Precedence Diagram Method, 前导图法

Performance Report	绩效报告
PERT	Program Evaluation and Review Technique, 计划评审技术
Pessimistic time	悲观时间
Phases	阶段
Plan	计划
Planning Process	计划过程组
PMBOK	Project Management Body Of Knowledge, 项目管理知识体系
PMIS	Project Management Information System, 项目管理信息系统
PMO	Project Management Office, 项目管理办公室
Problem Solving	问题解决
Process	过程
Product Documentation	产品文档
Product Library	产品库
Product Life Cycle	产品生命周期
Product Scope	-产品范围
Project Charter	项目章程
Project Management Plan	项目管理计划
Project Management Process Group	项目管理过程组
Project Manager	项目经理
Project Organization	项目型组织
Project Scope	项目范围
Project Sponsor	项目发起人
Project Stakeholder	项目干系人
Project Team	项目团队
Projects	项目
PV	Plan Value, 计划工作量的预算费用
QA	Quality Assurance, 质量保证
QC	Quality Control, 质量控制
Qualitative Risk Analysis	定性风险分析
Quality	质量
Quantitative Risk Analysis	定量风险分析
RAM	Responsibility Assignment Matrix, 责任分配矩阵
RBS	Resource Breakdown Structure, 资源分解结构
Reserve Analysis	预留分析
Residual Risk	残余风险
Residual Transference	风险转移
Resource Calendar	资源日历
Resource Leveling	资源平衡
Resource Planning	资源规划
Review	评审
RFP	Request for Proposal, 请求建议书
RFQ	Request for Quotation, 请求报价单
Risk	风险
Risk Acceptance	风险接受
Risk Analysis	风险分析
Risk Aversion	风险规避

Risk Distinguish	风险识别
Risk Mitigation	风险缓解
Risk Response	风险应对
Rolling Wave Plan	滚动式计划
Round-robin Review	轮查
Schedule	进度
Schedule Analysis	进度计划分析
Schedule Compression	进度计划压缩
Schedule Control	进度计划控制
Scope Change	范围变更
Scope Creep	范围蔓延
Scope Definition	范围定义
Scope Verification	范围验证
S-Curve	S 曲线
Sensitivity Analysis	灵敏度分析
Smooth	圆滑
SOW	Statement Of Work, 工作说明书
SPI	Schedul Performed Index, 进度绩效指标
Strategy	战略
Supervisor	监理
SV	Schedule Variance, 进度偏差
SWOT	Strengths (优势)、Weaknesses (劣势)、Opportunities(机遇)、Threats (挑战)
System Documentation	系统文档
Team Development	团队建设
Team members	团队成员
Technology	技术
TF	Total Float, 总时差
Three-point Estimate	三点估算
Tool	工具
TQM	Total Quality Management, 全面质量管理
User Documentation	用户文档
Version	版本
Virtual Team	虚拟团队
Walkthrough	走查
WBS	Work Breakdown Structure, 工作分解结构
Withdrawal	撤退
Work Package	工作包
Workaround	权变措施