

## 信管网资料

### 信息系统项目管理师英语模拟试题与答案

#### 项目管理师英语模拟题

Sample Professional Responsibility exam questions

**1.** While working on an external project your customer asks you to perform some additional tasks that are not included in the formal contract. You should:

- a. Honor the customer's request as sign of cooperation to ensure future business.
- b. Refuse the request and report the customer to your sponsor
- c. Acknowledge the request and advise the customer to submit a formal change request
- d. Convene a meeting of the project team and rewrite the scope statement.

**2.** You are managing an internal R&D project. The initial test results are very poor. You are afraid your management might cancel the project, and this could reflect poorly upon you. Verification testing could be done quickly and inexpensively. You should:

- a. Be the first to recommend canceling the project
- b. Inform management about the results and wait for a response
- c. Inform management immediately and recommend retesting for verification
- d. Withhold the information from management until you perform additional tests to verify the initial results

**3.** During an informal meeting with your project client you are offered a substantial monetary incentive to alter the configuration of the product to meet the client's personal need. This change may result in additional project costs and schedule delays. The appropriate action to take would be:

- a. Refrain from accepting the offer and advise the customer to submit a request to the change control board.
- b. Accept the offer and issue an internal configuration change request to the design group
- c. Obtain additional information about the request and the customer's personal need before accepting the offer.
- d. Delay acceptance of the offer until you can ensure that you can protect yourself from any legal liabilities.

**4.** As the project manager for a very large and highly visible project you receive a preliminary press release for your approval before distribution. You are expected to approve the release without comment. Your review identifies a major discrepancy regarding some key project financial estimates that may mislead the intended recipients. As the project manager it is your responsibility to:

- a. Inform the project sponsor of the discrepancy and refuse to approve the release
- b. Approve the release but send a memo to the sponsor advising that you are aware of the discrepancy and will refer any questions you receive to the sponsor
- c. Completely rewrite the press release and include the correct information
- d. Approve the release as requested

**5.** Your project is running out of cash and significant work remains. You are directed by senior management to instruct your people to use another project's charge numbers while working on

your project. You should:

- a. Follow instructions
- b. Inform the corporate auditors
- c. Understand the background of management's instructions before taking any action
- d. Shut down the project, if possible

**6.** While reviewing the estimates from the functional managers assigned to your project you discover that one cost estimate is clearly higher than those submitted for previous projects. You should:

- a. Reject the estimate and remove the functional manager from the project
- b. Request the supporting details for the estimate to ensure it has been properly prepared.
- c. Accept the estimate and plan to use the additional funding as a reserve.
- d. Question each functional manager for information about this estimate.

**7.** You are working in a country where it is customary to exchange gifts between contractor and customer. Your company code of conduct clearly states that you cannot accept gifts from any client. Failure to accept the gift from this client may result in termination of the contract. The action to take in this case would be:

- a. Provide the customer with a copy of your company code of conduct and refuse the gifts.
- b. Exchange gifts with the customer and keep the exchange confidential
- c. Contact your project sponsor and /or your legal or public relations group for assistance.
- d. Ask the project sponsor or project executive to exchange gifts.

**8.** During your assignment as project manager you add a new member to your project team. This new team member was recently hired from a competitor and offers to share a substantial amount of proprietary information from his previous company. This information could put you and your team in a very strong position for future business. You are aware of a non compete clause in the new hire's condition of employment. You should:

- a. Accept the information and agree to keep it confidential between you and the new hire.
- b. Review the condition of employment with the new hire and advise her to reconsider the offer.
- c. Review the information and only accept only what may have a direct impact on the project's financial status.
- d. Ignore the offer to share and move forward with the project

**9.** You are asked to write a paper for your sponsor so that he/she can present it at a technical meeting. You are informed that his/her name will be the only name on the paper. You should:

- a. Follow instructions
- b. Follow instructions but demand that your name also appears
- c. Refuse to follow the instructions
- d. Go over the head of your sponsor seeking advice

**10.** An example of a conflict of interest would be:

- a. As a public official you make a decision about a contract award that will benefit you personally
- b. You and a functional manager disagree with a task cost estimate
- c. Your sponsor decides to cancel your project because it no longer supports the company strategy
- d. Your personality conflicts with that of a key member of your project team.

**11.** Each of the following describes the use of an ethical approach except:

- a. Attempting to understand the religious and cultural sensitivities of the country in which you have been assigned.

- b. Ensuring that personal interest does not interfere with your decision making process.
  - c. Accepting gifts in exchange for favoring one contractor over another
  - d. Maintaining confidentiality of sensitive information obtained during the project life cycle.
- 12.** To maintain the customer's schedule, massive overtime will be required between Christmas and New Years. Many of your team members have put in for vacation during this time. You should:
- a. Let the schedule slip and inform the customer
  - b. First give the employees the choice of working overtime
  - c. Make the employees cancel their vacation plans and work overtime
  - d. Hire temporary employees for the overtime
- 13.** Which of the following situations describes a violation of the PMP?Professional Code of Conduct?
- a. Accepting a gift that is within the customary guidelines of the country or province you are currently working in.
  - b. Use of confidential information to advance your position or influence a critical decision.
  - c. Complying with laws and regulations of the state or province in which project management services are provided
  - d. Disclosing information to a customer about a situation that may have an appearance of impropriety.
- 14.** In order to balance the needs of the many stakeholders involved in your project the most desirable method to achieve resolution of conflicts would be:
- a. Compromise
  - b. Forcing
  - c. Controlling
  - d. Confrontation
- 15.** You receive a contract to perform testing for an external client. After contract award, the customer provides you with the test matrix to use for your 16 tests. The vice president for engineering says that the customer's test matrix is wrong, and she will use a different test matrix, which should give better results. This is a violation to the SOW. Suppose your sponsor is also the vice president for engineering. You should:
- a. Use the customer's test matrix
  - b. Use the engineering test matrix without telling the customer
  - c. Use the engineering test matrix and inform the customer
  - d. Tell your sponsor that you want to set up a meeting with the customer to resolve the conflict
- 16.** In order for the project manager to fully and effectively understand a stake holder's personal concerns or grievances it may necessary to:
- a. Ask for a written description of the problem and submit it through the project office
  - b. Schedule a project review session with the entire project team
  - c. Attempt to empathize with the stakeholder
  - d. Involve the project sponsor as an arbitrator
- 17.** As the leader of a project team, the project manager may be required to assess the competencies of his or her team members. Occasionally, some weaknesses or areas for improvement will be identified. The project manager should:
- a. Remove any team members who have demonstrated weaknesses in critical knowledge areas
  - b. Communicate those weaknesses and establish a performance improvement program
  - c. Hire additional resources to compensate for weak areas
  - d. Wait for the team members to fail in an assignment to justify termination.
- 18.** You have just changed jobs and discovered that your new employer routinely violates

OSHA/EPA and affirmative action requirements on projects. You should:

- a. Do nothing; it's not your problem
- b. Start by asking management if they are aware that regulations are being violated
- c. Talk to the corporate legal department
- d. Inform the appropriate government agencies about the violations

**19.** The project manager must be an effective communicator to ensure that project stakeholders receive and understand project related information and status. Prior to delivering information to the stakeholders the project manager should attempt to:

- a. Research and understand the region of experience of the stakeholder before transmitting information
- b. Identify only those stakeholders that have a the same background experience as the project manager
- c. Filter the information to remove any details
- d. Restrict information to specific technical details

**20.** As part of your project plan you must develop an effective method of communication for your multinational team of stakeholders. You have several choices of media available. The appropriate action to take in the development of the communication plans would be to:

- a. Discuss the available options with the stakeholders and obtain their input
- b. Use the standard media that has been in effect for your previous projects
- c. Use multiple forms of media to ensure that everyone receives the information
- d. Obtain additional funding from the project sponsor and develop a project specific communications infrastructure.

**21.** One of your employees is up for promotion. If the promotion is granted, the employee will be reassigned elsewhere causing a problem for you on your project. You can delay the promotion until your project is completed. You should:

- a. Support the promotion but work with the employee and the employee's new management to develop a good transition plan
- b. Ask the employee to refuse the promotion until your project is completed.
- c. Arrange to delay the promotion until the project is completed
- d. Tell the employee that it is his responsibility to find a suitable replacement so that the project will not suffer.

**22.** The integrity of the project manager is often challenged by stakeholders who attempt to use personal power or influence to change the scope of an agreed upon deliverable. In these situations the project manager's most appropriate response would be:

- a. Refer the stakeholder to the process for change documented in the approved contract.
- b. Agree to the change because customer satisfaction is the goal regardless of cost.
- c. Contact the legal department and suspend all further project work
- d. Determine the risks and rewards for implementing the change before taking any action.

**23.** During project implementation the client interprets a clause in the contract to mean the he is entitled to a substantial refund for work recently completed. You review the clause and disagree with the client's conclusion. As the project manager which of the following actions should be taken

- a. Disregard the customer's conclusion and continue to process invoices
- b. Document the dispute and refer to the provisions of the contract that address interpretations and disputes

c. Advise the customer that ambiguous information in contracts is always interpreted in favor of the contractor

d. Immediately correct the clause to remove any possible misinterpretation by the customer

**24.** Your executives, in appreciation for the success of your project, have given you a \$10,000 bonus to be disbursed among your five-team members. One of the five, who is a substandard worker and accomplished very little on your project, is in your car pool. You should:

a. Provide everyone with an equal share

b. Provide everyone a share based upon their performance

c. Ask the workers to decide among themselves how the bonus should be subdivided

d. Ask the sponsor to make the decision

**25.** Before reporting a perceived violation of an established rule or policy the project manager should

a. Determine the risks associated with the violation

b. Ensure there is a reasonably clear and factual basis for reporting the violation

c. Ignore the violation until it actually affects the project results

d. Convene a committee to review the violation and determine the appropriate response

**26.** Project Managers can contribute to their organization's knowledge base and to the profession of project management most effectively by:

a. Developing and implementing a project review and lessons learned process

b. Establishing strict guidelines for protecting intellectual property

c. Promote the use of ad hoc project management

d. Ensuring that all project plans are developed before the project team is formed

**27.** You have been assigned two concurrent projects. Because of the nature of the projects, you have a conflict of interest. You should:

a. Do the best you can and tell no one

b. Ask to be removed from one of the projects

c. Ask to be removed from both of the projects

d. Inform your sponsor and ask for his advice

**28.** You receive a contract to perform testing for an external client. After contract award, the customer provides you with the test matrix to use for your 16 tests. The vice president for engineering says that the customer's test matrix is wrong, and she will use a different test matrix, which should give better results. This is a violation to the SOW. You should:

a. Use the customer's test matrix

b. Use the engineering test matrix without telling the customer

c. Use the engineering test matrix and discuss the reasons with the customer

d. Ask your sponsor for clarification, assuming that the vice president is not your sponsor

**29.** An effective method for improving an organization's project management knowledge base is through:

a. Coaching and mentoring

b. Referent power

c. A weak Matrix organizational structure

d. Fast Tracking

Answer Key

1=c 2=d 3=a 4=a 5=c 6=b 7=c 8=b 9=b 10=a 11=c

12=b 13=b 14=d 15=d 16=c 17=b 18=b 19=a 20=a 21=a 22=a

23=b 24=c 25=b 26=a 27=d 28=d 29=a

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1. A narrative description of products or services to be supplied under contract is called:  
a. The project plan.      B. A statement of work.  
C. An exception report.   D. A Pareto analysis.
2. An example of scope verification is:  
a. Reviewing the performance of an installed software module.  
B. Managing changes to the project schedule.  
C. Decomposing the WBS to a work package level.  
D. Performing a benefit/cost analysis to determine if we should proceed with the pro
3. Which of the following is not an example of a source of scope change?  
A. A variation in government regulations.  
B. Failure to include a required feature in the design of a telecommunication system.  
C. A need to engage in bottom-up cost estimating.  
D. Introducing technology that was not available when scope was originally defined.
4. The subdivision of major project deliverables, as identified in the scope statement, into smaller, more manageable components is called:  
a. Parametric estimation      .B. Scope definition.  
C. Feasibility analysis.      D. Benefit-cost analysis.
5. The process of establishing clear and achievable objectives, measuring their achievement, and adjusting performance in accordance with the results of the measurement is called:  
a. Strategic planning.      B. Alternative objectives inventory.  
C. Management by objectives.      D. Contingency planning.
6. Configuration management is:  
a. Used to ensure that the description of the project product is correct and complete.  
B. The creation of the work breakdown structure.  
C. The set of procedures developed to assure that project design criteria are met.  
D. A mechanism to track budget and schedule variances.
7. A fundamental tenet of modern quality management holds that quality is most likely to be achieved by:  
a. Planning it into the project.      B. Developing careful mechanisms to inspect for quality.  
C. Striving to do the best job possible.      D. Conducting quality circle activities.
8. Your most recent project status report contains the following information: BCWP = 3,000, ACWP = 3,500, and BCWS = 4,000. The schedule variance is:  
a. + 1,000.      B. + 500.      C. - 500.      D. - 1,000.
9. Learning curve theory emphasizes that in producing many goods:  
a. Cost decreases as production rates increase.  
B. Average unit cost decreases as more units are produced.  
C. Materials become cheaper when they are purchased in bulk.  
D. Laborers become more productive because of technological advances.
10. Rearranging resources so that constant resource levels are maintained is called:  
a. Floating.      B. Leveling.      C. Restructuring.      D. Crashing.

11. The \_\_\_\_\_ is a time-phased budget that will be used to measure and monitor cost performance in the project.  
A. Work breakdown structure      b. Project schedule      c. Cost baseline      d. Cost budget
12. To transfer most of the cost risk to the contractor, the client may use a \_\_\_\_\_ contract.  
A. Cost plus award      b. Cost plus incentive fee      c. Cost plus fixed fee      d. Fixed price
13. An appropriate sequence for risk management activities is:  
a. Risk identification, risk quantification, and risk response development and control.  
B. Risk identification, risk assessment, and risk planning.  
C. Risk identification, risk mitigation, and risk management.  
D. Risk identification, risk elimination, and risk mitigation.
14. Theory X holds that:  
a. Quality improvements lie in the hands of quality circles.  
B. Profits are tied to meeting schedule deadlines.  
C. Absenteeism is tied to poor working conditions.  
D. Workers are inherently unmotivated and need strong guidance.
15. All of the following are characteristics of parametric estimating except:  
a. Historical information.      B. Quantifiable.      C. Scalable.      D. Activity lists.
16. Inputs to cost budgeting include all of the following except:  
a. Cost baseline      b. Cost estimate      c. Work breakdown structure      d. Project schedule
17. Inputs used during scope planning include all of the following except:  
a. Constraints. B. Project charter.      C. Budget/cost analysis. D. Product description.
18. Cost control outputs include all of the following except:  
a. Estimate at completion.      B. Budget updates.  
C. Revised cost estimates.      D. Cost baseline.
19. Risk identification outputs include the following except:  
a. Decision trees.      B. Inputs to other processes.  
C. Risk symptoms.      D. Potential risk events.
20. Puts into overall change control include all of the following except:  
a. Project plan.      B. Change requests. C. Change control system.      D. Performance reports
21. Activity duration estimate inputs include all of the following except:  
a. Resource requirements.      B. Basis of estimates.      C. Activity lists.      D. Constraints.
22. All of the following are contract types except:  
a. Unit-price.      B. Make-or-buy.      C. Cost reimbursable.      D. Lump sum.
23. Initiation inputs for a project include all of the following except:  
a. Product description.      B. Strategic plan.      C. Project charter.      D. Selection criteria.
24. Responses to risk threats include all of the following except:  
a. Avoidance.      B. Acceptance. C. Mitigation.      D. Rejection.
25. The process of performance reporting includes all of the following except \_\_\_\_\_.  
A. Status reporting.      B. Progress reporting.      C. Forecasting. D. Product analysis
26. Constrained optimization methods of project selection include:  
a. Scoring models.      B. Benefit-cost ratios.      C. Multi-objective programming algorithms.  
D. Subjective analyses.
27. Which of the following statements concerning contract type is correct?



- A. A fixed price contract contains the most risk for the buyer.  
B. Cost reimbursable contracts offer sellers the highest profit potential.  
C. Lump sum contracts offer sellers the greatest profit potential.  
D. Unit price contracts are illegal in many jurisdictions.
- 28.** A Work Breakdown Structure (WBS) numbering system should allow project staff to:  
a. Identify the level at which individual WBS elements are found.  
B. Identify configuration management milestones.  
C. Estimate the costs of WBS elements.  
D. Provide project justification.
- 29.** All of the following are true quality statements except:  
a. Quality improvement depends upon better definition and increased awareness of the requirements/specifications.  
B. Project quality management must address both management of the project and the product of the project.  
C. Recognition of key actions required of each team member is necessary to meet quality objectives.  
D. Computer-aided design systems can improve quality, but only at the expense of an increase in the cost of design.
- 30.** All of the following are examples of tools often used in cost estimating except:  
a. Parametric modeling.      B. Analogous estimating.  
C. Bottom-up estimating.      D. Activity duration estimates.
- 31.** At XYZ Inc., the hourly wage for semi-skilled workers is \$14.00. The annual audit shows that fringe benefits cost 30% of basic wages, and that overhead costs are 60% of wages plus fringe benefits. What is the loaded" hourly wage for a semi-skilled worker at XYZ Inc.?  
A. \$27.14.      B. \$28.96.      C. \$30.03.      D. \$29.12.
- 32.** Of the following estimates, which most accurately reflect the actual cost of the project?  
A. Conceptual estimates.      B. Order of magnitude estimates.  
C. Preliminary estimates.      D. Bottom-up estimates.
- 33.** The most crucial time for project risk assessment is:  
a. When a problem surfaces.      B. During the planning phase.  
C. During the close-out phase.      D. After the project schedule has been published.
- 34.** When there is uncertainty associated with one or more aspects of the project, one of the first steps to take is to:  
a. Revise project plan.      B. Conduct a risk-benefit analysis.  
C. Conduct a needs analysis.      D. Increase the estimated cost of the project.
- 35.** Including a contingency reserve in the project budget is intended to:  
a. Reduce the probability of scope changes.      B. Increase the probability of scope changes.  
C. Reduce the probability of a cost overrun.      D. Increase the probability of a cost overrun.
- 36.** Given the information in the following table, what is the expected value from this risk event?
- | Probability | Result   |
|-------------|----------|
| a.          | -10,000. |
| B.          | - 7,500. |
| C.          | + 2,500. |
| D.          | -7,000.  |
- 37.** A contractor is working on a fixed price contract that calls for a single, lump sum payment upon satisfactory completion of the contract. About halfway through the contract, the contractor project manager informs their contract administrator that financial problems are making it difficult for them to pay their employees and subcontractors. The contractor asks for a partial



payment for work accomplished. Which of the following actions by the buyer is most likely to cause problems for the project?

- A. Starting partial payments for work accomplished.
- B. Making no payments because it would violate the conditions of the contract.
- C. Paying for work accomplished to date.
- D. Negotiating a change to the payment conditions in the contract.

**38.** A precise description of a physical item, procedure, or service for implementation of an item or service is called :

- a. Work package.                      B. Baseline.
- C. Product description.      D. Work breakdown structure (WBS) element.

**39.** A project should be terminated for all of the following reasons except:

- a. Lack of team synergy.              B. The project no longer meets the company's objectives.
- C. The resources are not available to complete project activities.
- D. Project funding has been significantly reduced.

**40.** One common way to compute estimated at completion (EAC) is to take the project budgeted-at-completion and:

- a. Divide it by the schedule performance index.                      B. Multiply it by the schedule performance index.
- C. Multiply it by the cost performance.                      D. Divide it by the cost performance index.

答案:

1.B 2.A 3.C 4.B 5.C 6.A 7.A 8.D 9.B 10.B 11.C 12.D 13.A 14.D 15.D 16.A 17.C 18.D 19.A 20.C  
21.B 22.B 23.C 24.D 25.D 26.C 27.C 28.A 29.D 30.D 31.D 32.D 33.B 34.B 35.C 36.D 37.B 38.C 39.A  
40.D

#### 时间管理考题

**1.** During what Time Management Process are the specific activities that must be performed to produce the deliverables in the WBS identified and documented?

- A. Activity Sequencing                      B. Activity Definition
- C. Schedule Development                      D. Activity Duration Estimating

**2.** A period of time in work weeks which includes non-working days is called:

- A. Elapsed Time                      B. Duration                      C. Effort                      D. Earned Time

**3.** The amount of time that an activity can be delayed from its early start without delaying the project end date is called:

- A. Negative Float                      B. Free Float                      C. Total Float                      D. Float
- E. c and d

**4.** What are you likely to see as a project progresses in a schedule with must fix dates and little or no slack?

- A. Lots of free float                      B. Idle resources                      C. Negative float                      D. Positive float

**5.** Given the following estimates: Optimistic 3 days, Pessimistic 9 days, and most likely 6 days, what is the PERT weighted average?

- A. 6    B. 4    C. 6.3    D. 6.1

**6.** What is the standard deviation for the estimates in the above problem?

- A. 0.6    B. 2    C. 1.5    D. 0.5    E. 1

**7.** In crashing the schedule, you would focus on:

- A. Accelerating as many tasks as possible                      B. Accelerating just the non-critical tasks

- C. Accelerating the performance of tasks on the critical path      D. None of the above
- 8.** To calculate the late start and late finish dates for a set of tasks, you must do:
- A. An analysis of the critical path      B. A forwards pass  
C. A backwards pass      D. a and c      E. all of the above
- 9.** An activity that consumes no time or resources and shows only that a dependency exists between two activities is called:
- A. A milestone      B. A hammock      C. A dummy activity  
D. a and c      E. all of the above
- 10.** A modification of a logical relationship that allows an acceleration of the successor task is represented by:
- A. Lead time      B. Lag time      C. Negative Lag  
D. a or b      E. a or c
- 11.** Assuming a PERT weighted average computation, what is the probability of completing the project within plus-or-minus 3 standard deviations of the mean?
- A. 68%      B. 99.74%      C. 95%      D. 75%
- 12.** Schedule variance can be determined by:
- A. BCWP - ACWP      B. ACWP - BCWP      C. EAC - ACWP      D. BCWP - BCWS
- 13.** What is critical path?
- A. The shortest path through the network, which represents the longest amount of time in which a project can be completed.  
B. The path with zero float.  
C. The longest path through the network, which represents the shortest amount of time in which a project can be completed.  
D. The path with the most activities with the longest durations.      E. b and c
- 14.** The Time Management Process that involves identifying and documenting interactivity dependencies is called:
- A. Activity Definition      B. Activity Duration Estimating  
C. Activity Dependencies      D. Activity Sequencing
- 15.** A network diagram that uses nodes to represent activities and arrows to show the activity dependencies and allows no loops is called:
- A. AOA      B. AON      C. ADM      D. GERT