

pmp 考试模拟试题及答案 01

QUEST Work packages are used to:

- A Represent units of work at a level where work is performed.
 - B Clearly distinguish one work package from all others assigned to a single functional group.
 - C Limit the work to be performed to relatively short periods of time.
 - D All of the above.
 - E A and B only
- D

QUEST Project life cycles are very useful for _____ and _____ .

- A Configuration management, termination
 - B Objective setting, information gathering
 - C Standardization, control
 - D Configuration management, weekly status updates
 - E Approval, termination
- C

QUEST Which of the following are included as part of a scope statement?

- A Project justification
 - B Project deliverables
 - C Project objectives
 - D All of the above
 - E B and C
- D

QUEST The initial document that formally recognizes the existence of a project is the ____ .

- A Scope baseline
- B Management plan
- C Project charter
- D Configuration control report
- E None of the above

C

QUEST Which of the following is not a scope management process?

- A Initiation
- B Scope planning
- C Scope Definition
- D Scope change control
- E Scope verification

D

QUEST In which of the following scope management processes is the scope management plan prepared?

- A Initiation
- B Scope planning
- C Scope Definition
- D Scope change control
- E Scope verification

B

QUEST The project charter is prepared in which scope management process?

- A Initiation
- B Scope planning
- C Scope Definition
- D Scope change control
- E Scope verification

A

QUEST The work breakdown structure (WBS) is first developed in which scope management process?

- A Initiation
- B Scope planning
- C Scope change control
- D Scope Definition
- E Scope verification

D

QUEST In which of the following scope management processes are subject matter experts used?

- A Initiation
- B Scope planning
- C Scope Definition
- D Scope change control
- E Scope verification

A

QUEST A Work Breakdown Structure is most useful for:

- A Identifying individual tasks for a project.
- B Scheduling the start of tasks.

- C Developing a cost estimate.
- D Determining potential delays.
- E A and C.
- E

QUEST The scope statement provides

- A A basis for future decisions about a project.
- B A baseline to accomplish verification measures.
- C A baseline to evaluate potential scope changes.
- D All of the above
- E B and C only
- D

QUEST A work breakdown structure:

- A assures all work is identified.
- B subdivides the project into manageable segments.
- C provides the project sponsor with a time-phase task summary.
- D both A and B.
- E All of the above.
- D

QUEST Budgetary estimates are the output of the _____ phase(s) of the project.

- A conceptual
- B development
- C implementation
- D finish

E All of the above.

B

QUEST Which of the following are included in the Acquisition phase(s) of the project life cycle.

A concept and development

B development and planning

C execution and phase-out

D planning and implementation

E concept and planning

C

QUEST Project alternatives are examined during the _____ phase of the project

A conceptual

B finish

C development

D implementation

E A and C

E

QUEST We assign human and non-human resources in the _____ phase of the budget.

A conceptual

B planning

C development

D implementation

E close-out

D

QUEST Project trade-offs vary between

A risk, cost and schedule.

B direct cost, indirect cost, and resource availability

C quality, schedule and time

D cost, quality and schedule

E contract terms, scope and budget

D

QUEST The extent of project management techniques to be used on a project are determined mainly by the _____ and _____ of the project.

A budget, schedule

B quality requirements, schedule

C size, type of industry

D nature, size

E project manager, sponsor

D

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QUEST The time necessary to complete a project is called the _____ of a project.

A Implementation Time

B Life Cycle

C Operation Time

D Critical Path

E Completion Phase

B

QUEST When a project incorporates an Organizational Breakdown Structure (OBS), it is integrated with the WBS at the

A task

B level of effort

C sub-task

D project

E work package

E

QUEST Which of the following can be tracked using the WBS?

A time

B cost

C performance

D scope

E None of the above.

D

QUEST Which of the following are types of status reports?

A document, variance, trend and exception

B cost, trend, schedule and acquisition

C cost, schedule, technical performance

D analysis, cost, performance and schedule

E All of the above.

C

QUEST You have been assigned as a project leader and must first review the statement of work provided by the customer. Which of the following is most often overlooked?

- A Data item deliverables
- B Customer-furnished equipment and facilities
- C Long-lead procurement items
- D Customer-imposed milestones
- E Other subcontractor interface requirements

A

QUEST During the planning phase of a project, you realize that more than one functional department possesses the skill and technical know-how to perform a given task. The best way for the project manager to handle this would be to:

- A Make the decision, document it in the linear responsibility chart, and distribute the chart to all departments.
- B Let the affected line groups decide among themselves who will perform the work
- C Ask the executive sponsor to make the decision
- D Allow each line group to perform part of the task
- E All of the above

B

QUEST The most common definition of project success is:

- A Within time
- B Within time and cost
- C Within time, cost and technical performance requirements
- D Within time, cost, performance and accepted by the customer/user
- E None of the above

D

QUEST The scope of a project can be expected to change if:

A The project manager must provide cost estimates without having a design concept

B Oversimplification (underestimating) of the nature of the work occurs

C The project manager is assigned after the project is defined, and the cost and schedule are approved

D A clear objective is not provided

E All of the above are possible based upon the situation

E

QUEST The most common non-behavioral reason for projects being completed behind schedule and over budget is:

A Selecting the wrong person as the project manager

B Selecting the wrong person as the sponsor

C Accepting a high-risk project

D Ill-defined requirements

E All of the above

D

QUEST The appointment or selection of a project sponsor is often based upon:

A The strategic importance of the project

B Who the customer is

C Whether the organization is project or non-project-driven

D The profitability of the project

E All of the above

E

QUEST The "rolling wave" or "moving window" concept is used most frequently on projects where:

A The baseline is frozen for the duration of the project and no scope changes are permitted

B Marketing is unsure of what the customer actually wants and reserves the right to make major scope changes

C The low levels of the work breakdown structure are known with certainty for the next three to six months, but the remaining tasks are based upon the results of the first three to six months of work

D Networking techniques are not appropriate

E All of the above

C

QUEST Interfacing with the customer after project go-ahead is the responsibility of:

A Project sponsor

B Project team

C Project manager

D Functional manager

E All of the above are possible, based upon the size and complexity of the project

C

QUEST Using the WBS shown in the Special window, a typical work package would be:

A Software development

B Systems design

C Coding

D A, B, and C

E None of the above.

E

QUEST Feasibility studies evaluate alternatives in terms of

A Cost-effectiveness

B Ease of performance

C Risk

D Safety

E All or part of A through D

E

QUEST Project tradeoffs are usually made by comparing _____ and constraints.

A Time, cost, and quality

B Time, risk, and quality

C Risk, quality, and manpower availability

D Cost, quality, and technical performance

E Cost, quality, and risk

D

QUEST The degree to which a company accepts and utilizes project management is often dependent upon the _____ and _____ of the project.

A Competition, dollar value

B Type of industry, manpower requirements

C Size, nature

D Quality requirements, manpower requirement

E Type of industry, risk

D A, B, and C

E None of the above.

E

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