

顺利通过 PMP 考试课后练习题

(解析英文版)

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第 1~2 章 项目管理知识框架

1. Answer A

Explanation: Understanding the culture, policies, and procedures of the organization in which the project is being performed is especially challenging in global organizations. Culture, policies, and procedures in the performing office may be different from those of the office from which the project is managed, and may also vary between international offices of the same organization. This will influence how the project is managed.

2. Answer D

Explanation: The main drawback of a projectized organization is that at the end of the project when the team is dispersed, they do not have a functional department (like home,) to which to return.

3. Answer A

Explanation: In a functional organization, the project manager has the least support for the project and has little authority to assign resources. Project expeditor and project coordinator are roles in a weak matrix organization.

4. Answer C

Explanation: Because a project done in a matrix organization involves people from across the organization, communications are more complex.

5. Answer B

Explanation: In a functional organization, the functional manager is the team members boss and probably also the project managers boss.

6. Answer A

Explanation: The project coordinator reports to a higher-level manager and has authority to make some decisions. The project expeditor has no authority to make decisions.

7. Answer A

Explanation: In a projectized organization, the entire company is organized by projects, giving the project manager the most power.

8. Answer D

Explanation: "It repeats itself every month" implies that the whole project repeats every month. Generally, the only things that might repeat in a project are some activities. The whole project does not repeat.

9. Answer A

Explanation: Organizational project management (OPM) provides a framework and direction for how projects, programs, portfolios, and organizational work should be done to meet the organizations strategic goals.

10. Answer C

Explanation: : Scope, time, cost, quality, risk, resources, and customer satisfaction¹ is the most accurate list of constraints, or competing demands, that a project manager must deal with.

11. Answer C

Explanation: The scope management plan and the WBS focus on project scope. The communications management plan addresses who will be communicated with, when, and in what format. The only choice that addresses gathering, integrating, and disseminating

information is the PMIS.

12. Answer B

Explanation: There are many things the project manager could do. Asking the other project manager for assistance is not the best choice, as the other project manager might not be an experienced mentor. His advice might not be adequate to help this project manager. Waiting to assess the impact on the project is reactive; a project manager should be proactive. Gaining agreement of all the stakeholders on the project scope is also not the best choice. It would be helpful, but does not specifically address the issue in this situation. By contacting the PMO, the project manager can access the knowledge of many project managers, historical information from many projects, and the assistance of someone whose job it is to help.

13. Answer A

Explanation: The project management process ALWAYS includes the work of initiating, planning, executing, monitoring and controlling, and closing a project. This methodology is the same for projects within any industry. The work of these process groups may be repeated (iterated).

14. Answer B

Explanation: Connecting the project to the sponsors objectives might be a good idea, but it does not address the issue of obtaining support throughout the performing organization. Neither a communications management plan nor an overall management plan directly addresses obtaining support for the project. Correlating the need for the project to the organizations strategic plan is the best way to gain support for the project.

15. Answer C

Explanation: Because orders are numerous and of short duration, this situation is a recurring process, not a project.

16. Answer A

Explanation: Developing lessons learned would help improve subsequent phases, but would do nothing for control or deliverables. Having plans for each work package would help control each phase, but would not control the integration of those phases into a cohesive whole. A description of the product of the project would help, but that would not improve both control and deliverables for each phase. Effective project management requires a life cycle approach to running the project. Adopting a life cycle approach is the only answer that covers both control and deliverables.

17. Answer B

Explanation: Manufacturing a product is an ongoing process; it is operational work, not project work. Therefore, the manufacturing team would have no reason to create a project charter and would have difficulty doing so if they tried, because of the ongoing nature of the work. If the question referred to a team developing a new product, however, that would qualify as a project.

18. Answer C

Explanation: Because the question talks about priorities between projects, this cannot be the role of the project manager, the project management team, or the project team. Determining priorities between projects is a role of the PMO.

19. Answer C

Explanation: A project is a temporary endeavor with a beginning and an end, a program is

a group of related projects, and a portfolio is a group of projects and programs related to a specific strategic objective. Remember to use the process of elimination, ruling out any answer that is not completely correct.

20. Answer C

Explanation: Operational work is that which is ongoing to sustain an organization.

21. Answer A

Explanation: Notice that this question asks about the use of a tool of project management. Many people can learn from a book what a lessons learned document is, but questions like this can more readily be answered if you actually use the tool and know from experience its value. Ask yourself about the other tools of project management. Why are they beneficial? The BEST use of lessons learned is as historical records for future projects. There are other tools that are better for accomplishing the things listed in the other choices.

22. Answer D

Explanation: The best answer is stakeholders, as their input is critical for collecting all the lessons learned on each project. The term 'stakeholders' includes all the other groups.

23. Answer C

Explanation: Remember the definition of a project: temporary and unique. Operations and maintenance are considered ongoing activities, not temporary. Therefore, such work is not considered a project or part of a project.

24. Answer B

Explanation: Did you select 'a group of unrelated projects managed in a coordinated way'? If so, you missed the word "unrelated." Programs are groups of related projects.

25. Answer B

Explanation: Lessons learned help to avoid future pitfalls and use the good ideas of past projects. This leads to improvements in future projects.

第 3 章 项目管理过程

1. Answer C

Explanation: Notice the use of the word "detailed." Such a budget is created during project planning.

2. Answer D

Explanation: The project charter is needed before planning and execution of the work can begin. Therefore, it is created and approved in project initiating.

3. Answer C

Explanation: Communications requirements and quality standards are needed before risks (especially risks relating to communications and quality) can be determined. Iterations cannot begin until the risks are identified, qualified and quantified, and responses are developed. Through iterations, the WBS and other parts of the project management plan are revised. A bar chart would have been done during the creation of the schedule, so it cannot be the next thing. Of the choices listed, determine communications requirements is the best option.

4. Answer B

Explanation: In the project management process, the project budget, detailed risk assessment, and project management plan come after the schedule is created. The only answer that could be an input is the work breakdown structure.

5. Answer A

Explanation: The project manager should be named early in the project, during project initiating if possible. It is then his or her responsibility to control the project throughout its life.

6. Answer D

Explanation: Notice the question asks which is NOT an input to project initiating. Did you read it correctly? Companies should have processes in place for hiring resources, reporting, and managing risks on projects (to name only a few). These are inputs to project initiating, as are company culture and historical WBSs. The project scope statement is an output of project planning.

7. Answer D

Explanation: To answer this type of question, look for the choice that occurs closest to the process group you are in. The project charter is created during project initiating. Completing work packages is done during project executing. Validating scope and performing integrated change control are done during project monitoring and controlling. Starting to create management plans is the best choice, as it is part of project planning.

8. Answer A

Explanation: High-level constraints are identified in the project charter, which is created during project initiating.

9. Answer B

Explanation: Look at the order of planning the project that the team has chosen. Although understanding the experience of the sponsor might sound like a good idea, the sponsor is a stakeholder and understanding the stakeholders is part of stakeholder analysis. That should have occurred before the creation of a WBS. Project scope must be defined before a WBS can be created. Completing risk management and issuing the responsibility assignment matrix cannot be best, as that work does not come next in the process. Other work must be done before risk management can effectively be completed. Creating an activity list comes next after the WBS and WBS dictionary.

10. Answer B

Explanation: This question is asking which of the choices is the most effective way to move through project planning. Starting the WBS immediately after obtaining a project charter skips the important steps of defining the scope and other activities. High-level assumptions are determined in project initiating. Quality metrics are determined as part of the quality management plan, not after it. The activity list is created before the network diagram, so that is the best option.

11. Answer C

Explanation: The project manager should be assigned during project initiating.

12. Answer C

Explanation: Even though the measurement was not identified in planning, the project manager would still have to investigate the variance and determine if it is important. The project manager is in project monitoring and controlling.

13. Answer C

Explanation: If you chose another part of the project management process, you probably forgot that the situation needs to be evaluated by the project manager before recommending a change or beginning integrated change control.

14. Answer C

Explanation: This situation does not describe an actual measurement (a monitoring and controlling activity) but rather a meeting occurring during project executing.

15. Answer B

Explanation: A detailed description of the project deliverables is created during project planning, as part of creating the project scope statement. Root cause analysis occurs during project monitoring and controlling, not initiating. Ensuring all project management processes are complete occurs during project closing. It is important for a project manager to become familiar with the company culture and structure as they relate to the project as early in the project as possible. This is the most appropriate choice to do in project initiating.

16. Answer A

Explanation: As the project life cycle progresses, more information becomes available, allowing the team to manage the project to a more detailed level.

17. Answer D

Explanation: Did you notice that planning and executing are the only process groups offered as choices? Therefore, design and integration can be eliminated as options. Doing the actual work (in executing) will generally take the most project time and resources.

18. Answer B

Explanation: A project scope statement is created during project planning.

19. Answer A

Explanation: Performance measures are determined earlier in the project so they can be used to measure progress during the project, making determining performance measures the only correct answer to this question. .

20. Answer C

Explanation: A phase or project must be formally closed and accepted.

21. Answer C

Explanation: During monitoring and controlling, project performance is measured and needed changes are identified and approved.

22. Answer C

Explanation: All five process groups are addressed in each project. It is the responsibility of the project manager to determine the level of attention to give to each process group.

23. Answer C

Explanation: Collecting historical information and determining high-level acceptance criteria are done in project initiating. Gaining approval of management plans is part of project planning. Confirming that project requirements have been met occurs in project closing.

24. Answer C

Explanation: Project executing is where work is done to produce the product of the project.

25. Answer A

Explanation: Develop Project Charter occurs during project initiating.

26. Answer B

Explanation: These are all reasons projects are initiated.

第 4 章 项目整合管理

1. Answer C

Explanation: The project manager is an integrator. This is a question about your role as an integrator and communicator.

2. Answer B

Explanation: Replanning is uncalled for by the situation described. Reaching the planned completion date does not mean the project is necessarily finished. A project is complete when all work, including all project management work, is complete and the product of the project and all project deliverables are accepted. The lessons learned are project management deliverables, and therefore must be completed for the project to be complete.

3. Answer D

Explanation: Project managers should be proactive. The only proactive answer here is preventing unnecessary changes.

4. Answer B

Explanation: Every project must be closed, as closure provides benefit to the performing organization. This means simply stopping work is not the best choice. Shifting work and releasing team members do not solve the problem—they just postpone dealing with it. The best thing for the project manager to do is begin the Close Project or Phase process.

5. Answer D

Explanation: A change management plan includes the processes and procedures that allow smooth evaluation and tracking of changes. Lessons learned are reviews of the processes and procedures after the fact, to improve them on future projects.

6. Answer B

Explanation: Who does each activity is managed with the responsibility assignment matrix. When each activity is done is managed with the project schedule. A work authorization system is used to coordinate when and in what order the work is performed so that work and people may properly interface with other work and other people.

7. Answer C

Explanation: The sponsor issues the project charter and so he or she should help the project manager control changes to the charter. The primary responsibility lies with the sponsor.

8. Answer C

Explanation: This question is asking for the most important of the choices. Think about what is involved in integration: project management plan development, project management plan execution, and integrated change control. Updates and product control are parts of project monitoring and controlling, while integration includes more than control. Advancing the careers of team members falls under project executing (the Develop Project Team process). In order to integrate the project components into a cohesive whole, communication is key whenever one activity will interface with another or one team member will interface with another, and when any other form of interfacing will occur.

9. Answer A

Explanation: Integration is a key responsibility of the project manager.

10. Answer B

Explanation: Integration refers to combining activities, not team members.

11. Answer B

Explanation: Direct and Manage Project Work is the only correct response.

12. Answer C

Explanation: Double declining balance is a form of depreciation. That eliminates the choice of life cycle costing. The choices of decelerated depreciation and straight line depreciation are also incorrect because double declining balance is a form of accelerated depreciation.

13. Answer B

Explanation: One of the ways to decide if a change should be approved is to determine whether the work falls within the project charter. If not, it should be rejected, assigned to a more appropriate project, or addressed as a project of its own.

14. Answer C

Explanation: The project management plan includes more than just a bar chart and the project managers plan for completing the work. It includes all the management plans for the project.

15. Answer D

Explanation: The project manager may create the project charter, but it is approved and authorized by the project sponsor, giving the project manager authority to proceed with the project.

16. Answer D

Explanation: If we were to rephrase the question, it would be asking, tcWho creates the project management plan?11 The best answer is that the project management plan is created by the project manager but requires input from the team.

17. Answer B

Explanation: Determining who will be on the change control board and determining the reporting structure may have already been done. In any case, these choices are not directly impacted by the number of sponsors who have signed the charter. Having a single project sponsor is not necessary. This situation implies that there are six areas concerned with this project. In addition to added communications requirements, you should be concerned with competing needs and requirements impacting your efforts on configuration management.

18. Answer A

Explanation: Notice that this question uses the words 'working to clearly describe' and 'prevent.'" Taken together, they should tell you the project is in project planning. This eliminates all choices except Develop Project Management Plan and Plan Quality Management. Coordination and conflict prevention relate to Develop Project Management Plan, and preventing rework is part of Plan Quality Management.

19. Answer D

Explanation: A WBS is created in project planning, but can be used to help manage the project during project executing. The wording here was not "creating a WBS," but 'using a WBS.'" A project control system is set up during project planning, not during project executing, and therefore is the exception.

20. Answer D

Explanation: A project manager must manage and integrate all aspects of a project. If all activities are delegated, chaos ensues and team members will spend more time jockeying for position than completing activities.

21. Answer C

Explanation: Crashing and replanning are essentially delaying the situation. Instead, the project manager should try to prevent the situation by showing the consequences if the

resources are not available. This is a more effective strategy than saying, "But you gave them to me."

22. Answer B

Explanation: Your first action is to formally document the requested change to the requirements, and then follow the integrated change control process.

23. Answer D

Explanation: The other impacts to the project should be evaluated first. Such impacts include scope, cost, quality, risk, resources, and customer satisfaction. Once these are evaluated, the change control board, if one exists, can approve or deny the change.

24. Answer D

Explanation: You do not have enough information to consider resource leveling or crashing this project. As you work on any project, you need to constantly reevaluate the project objectives and how the project relates to other concurrent projects. Is your project still in line with corporate objectives? If the other project will impact yours, you need to be proactive and work on options now.

25. Answer C

Explanation: Before you can do anything else, you have to know what YOU are going to do. Developing the management strategy will provide the framework for all the rest of the choices presented and the other activities that need to be done.

26. Answer D

Explanation: First, you need to find out why the customer is not happy. Then meet with the team and determine options.

27. Answer C

Explanation: Notice how many situations are thrown at you in this question. It is important to practice reading through questions to discover what is important and what is just background information. In this question, the only thing relevant was the corrective action taken. Once you discover what the primary issue is, look at the choices to find out which is best for addressing that issue. What is the primary issue here? Did you realize the team members note is about a non-critical path activity? ("Until the project float is in jeopardy" means there is float and, thus, it is not on the critical path.) So is the issue the noncritical path activity or the documentation? You might disagree with the logic, but in this case the answer is the documentation. In the real world, problems often repeat. Without a record of what was done, there is no opportunity to consider the same solution for future problems. Documentation is critical to projects. Because the change log becomes part of the historical records database, it is best to first record the corrective action taken, then discuss the value of documentation at the next team meeting, and smooth the team members issue with the accounting department.

28. Answer C

Explanation: Do you remember what to do when there is a change? Evaluate first. You wouldn't take action before getting approval, so compressing the schedule or cutting scope would happen after consulting the sponsor and/or advising the client of the impact of the change. You would not go to the customer before going to your internal management, so advising the client is not the correct thing to do next. The next step is to discuss options with the sponsor.

29. Answer B

Explanation: The project manager is asking how to make a change. Such a question cannot be resolved using management by objectives, team relations, or a work breakdown structure. The procedures, forms, sign-offs, and other similar requirements for handling changes should have already been determined in the change management plan. Because they were not, the project manager will waste valuable work time trying to figure it out after the fact.

30. Answer D

Explanation: Notice that the first paragraph is extraneous. Also notice that the question states that the change has already been made. The project managers actions would be different if the change had not been made. The project manager, with the help of others, must determine how a change impacts the project as a whole. Asking the team member how he knows there is no impact on time, cost, or quality is the best answer. This begins the project managers analysis of the impacts to the project as a whole by finding out what analysis has already been done. This change minimally involves a change to the scope baseline, and likely other baselines. A change request must ultimately be submitted to integrated change control, but that is not listed as an option.

31. Answer B

Explanation: Sunk costs are expended costs. The rule is that they should not be considered when deciding whether to continue with a troubled project.

32. Answer A

Explanation: Straight line depreciation uses the same amount each time period.

33. Answer B

Explanation: Complaining about the missed deadline could be done, but it is not proactive. It would be helpful to get to the root cause of why this department always comes up with such ideas or changes after the project begins. However, this is not the immediate problem; the change is the immediate problem, and therefore complaining is not best. The type of project organization described is a matrix organization. There is not anything inherently wrong with such an organization, nor is there anything in this particular situation that would require it to be changed, so changing the way the company is organized cannot be best. The departments history indicates that asking if the department has other changes is something that should definitely be done, but the proposed change needs more immediate attention. Looking at impacts of the change begins integrated change control.

34. Answer C

Explanation: Remember, the internal rate of return is similar to the interest rate you get from the bank. The higher the rate, the better the return.

35. Answer A

Explanation: The project charter is created in initiating. The project management plan and risk management plan are outputs of project planning. Project records are archived in the Close Project or Phase process.

36. Answer D

Explanation: Cost-benefit analysis is done earlier in the project to help select between alternatives. All the other choices are done during the Close Project or Phase process. Therefore, performing cost-benefit analysis must be the best answer.

37. Answer D

Explanation: A risk management strategy and work package estimates are not created until project planning, but the project charter is created in initiating. A project charter may include the names of some resources (the project manager, for example), but not detailed resource estimates. Of the choices given, only the business case for the project is included in the project charter.

38. Answer C

Explanation: The exam will ask questions like this to make sure you know the benefits you should be getting out of the processes and tools of project management. The details of what needs to be done are found in the WBS dictionary. The names of team members are included in the responsibility assignment matrix and other documents. Project history is found in the lessons learned and other historical records. A major benefit of a project charter is that it documents the authority given to the project manager.

39. Answer A

Explanation: Constrained optimization uses mathematical models. Linear programming is a mathematical model.

40. Answer B

Explanation: The best thing to do would be to show the impact. This is the only choice that prevents future problems—always the best choice. The other choices just pretend the problem does not exist.

41. Answer A

Explanation: How long did it take you to read this question? Expect long-winded questions on the exam. Take another look at the choices before you continue reading. Did you notice that each of the choices occurs during a different part of the project management process? This question is essentially asking if the new work should be added to the existing project. There may be many business reasons to try to do this, but from a project management perspective, major additions to the project are generally discouraged. In this case, the new work is a self-contained unit of work, has no overlap with the existing work, does not fit within the project charter, and needs a different skill set. Therefore, it is best to make it a new project. The first step to answering this question is to realize that the work should be a separate project. The second step is to look at the choices and see which relates to initiating a new project. Reestimating the project sounds like the best choice only if you did not realize that the new work should be a separate project. Validating scope is done during project monitoring and controlling, and does not relate to the decision of whether to add work to the project. Identifying scope changes also implies that the new work has been accepted as an addition to the existing project. Developing a project charter is among the first steps of initiating a new project, and the best choice in this situation.

42. Answer D

Explanation: Did you pick Validate Scope? Then you may have forgotten that the Validate Scope process is done during project monitoring and controlling, not project closing. Planning the risk responses and creating the staffing management plan are done earlier in the project. The lessons learned can only be completed after the work is completed.

43. Answer B

Explanation: A project manager should be looking at where changes are coming from and doing whatever is necessary to limit the negative effects of change on the project. He or she

needs to find the root cause, so future changes may be avoided.

第 5 章 项目范围管理

1. Answer C

Explanation: The numbering system allows team members to quickly identify the level in the work breakdown structure where the specific element is found. It also helps to locate the element in the WBS dictionary.

2. Answer D

Explanation: The term “stakeholder” encompasses all the other choices. In this case, it is the best answer since the WBS can be used (but does not need to be used) as a communications tool for all stakeholders to “see” what is included in the project.

3. Answer B

Explanation: The output of the Validate Scope process is customer acceptance of project deliverables. The other choices all happen during project planning, well before the time the Validate Scope process takes place.

4. Answer A

Explanation: Activity lists may identify the work package they relate to, but they do not contain detailed descriptions of the work packages. The project scope statement defines the project scope, but it does not describe the work a team member is assigned. The scope management plan describes how scope will be planned, managed, and controlled. It does not include a description of each work package. The WBS dictionary defines each element in the WBS. Therefore, descriptions of the work packages are in the WBS dictionary.

5. Answer B

Explanation: The project scope statement is an output of the Define Scope process, which occurs during project planning.

6. Answer D

Explanation: Not all questions will be difficult. The level of uncertainty in scope increases based on the scale of effort required to identify all the scope. For larger projects, it is more difficult to “catch” everything.

7. Answer C

Explanation: Although one could let the sponsor know about the stakeholders request, the best choice listed would be to say no, as this was already considered. An even better choice would be to find the root cause of the problem, but that choice is not listed here.

8. Answer A

Explanation: A WBS does not show dates or responsibility assignments. The business need is described in the project charter. In this situation, the project scope is being fine-tuned. It would save the project manager time in effectively managing progressive elaboration if the WBS was used as a communications tool. Using the WBS helps ensure everyone (including the customer) understands the scope of the work.

9. Answer B

Explanation: The team member is suggesting an enhancement that is outside the scope of the project charter. Scope management involves focusing on doing the work and only the work in the project management plan that meets the objectives of the project charter. The

project manager is performing scope management.

10. Answer C

Explanation: The Validate Scope process occurs during project monitoring and controlling. It is done at the end of each project phase to get approval for phase deliverables, as well as at other points to get approval for interim deliverables.

11. Answer B

Explanation: Do not jump into the problem without thinking. The customer only notified the project manager that they want to make a change. They did not describe the change. The project manager should not say no until he or she knows more about the potential change, nor should the project manager go to management without more information. The project manager must understand the nature of the change and have time to evaluate the impact of that change before doing anything else. Of these choices, the first thing to do is to determine what the change is. The project manager might then analyze the potential change with the team, but only if their input is required.

12. Answer A

Explanation: Work breakdown structures are required on projects of every size, regardless of whether contracts are involved. Work breakdown structures can be used to help identify risks, but risks can be identified using other methods as well. Preventing work from being forgotten (slipping through the cracks) is one of the main reasons the tool is used, and is the best choice offered here.

13. Answer B

Explanation: The WBS is an input to all of these choices. However, team buy-in is a direct result of the WBS creation process, while the other choices use the WBS to assist in their completion. Involving the team in creating the WBS provides project team members with an understanding of where their pieces fit into the overall project management plan and gives them an indication of the impact of their work on the project as a whole.

14. Answer C

Explanation: The lowest level of the WBS is a work package, which can be completed by more than one person. The other choices are aspects of a work package.

15. Answer C

Explanation: The project scope statement describes work on a high-level basis. Work packages need to be specific to enable team members to complete their work without gold plating. The product scope does not tell team members what work is assigned to them. The team should have a copy of the schedule, but a schedule does not show them what work is included in each of their work packages. Work packages are described in the WBS dictionary.

NOTE: Do not think of the WBS dictionary as a dictionary of terms.

16. Answer A

Explanation: A user story is a way of stating a requirement, often using the following format: As a <Role>, I want <Functionality/Goal>, so that <Business Benefit/Motivation>. User stories may be developed in facilitated workshops or as part of other requirements-gathering methods.

17. Answer A

Explanation: The Validate Scope process deals with acceptance by the customer. Without this acceptance, the project manager will not be able to move into the next project phase..

18. Answer C

Explanation: Monitor and Control Risks, Control Schedule, and Control Scope are monitoring and controlling processes. This situation asks how to prevent the problem, which would have been done during planning. The project deliverables are defined in the Define Scope process, which is a part of project planning. Good planning reduces the likelihood of a situation like the one described, by including the right people and spending adequate time clarifying the project scope.

19. Answer A

Explanation: The scope baseline includes the WBS, WBS dictionary, and the project scope statement. The scope management plan is not part of the scope baseline.

20. Answer B

Explanation: Notice that there are many things the project manager could do listed in the choices. The question asks what is the BEST thing to do NEXT. Management of the change is not complete when the Control Scope process is completed. It is important to look at the impact of the change on other parts of the project, such as time and cost. Therefore, performing integrated change control is the best thing to do next. This would probably be followed by making sure the impact of the change is understood by the stakeholder, then determining why this scope was not identified in planning, and asking the stakeholder if there are more changes expected.

21. Answer D

Explanation: The project manager is not losing resources (which is implied by not getting the managers buy-in). Although a reward system would help with cooperation, the real problem here is not cooperation. Meeting with the team member and his boss cannot be the answer because it also does not solve the problem at hand (the team member not knowing what he is to do).

If you selected this choice, be very careful! You can get 10 to 20 questions wrong on the exam simply because you do not see the real problem! The whole discussion of the team member and his actions is a distracter. The real problem in this scenario is not that the team member is being uncooperative. He is asking a question that many team members want to ask in the real world. "How can I tell you how things are going if I do not know what work I am being asked to do?" The real problem is the lack of a WBS and work packages. If there were a WBS and work packages for the project, the team member would not have to ask such a question.

22. Answer B

Explanation: After obtaining input from the customer and other stakeholders, the project team is responsible for developing the scope baseline. Remember that the scope baseline includes the WBS, WBS dictionary, and project scope statement.

23. Answer A

Explanation: The project scope statement is an output of the Define Scope process. The work breakdown structure is an output of the Create WBS process. Scope change requests are outputs of the Validate Scope and Control Scope processes. The requirements traceability matrix is an output of the Collect Requirements process, and is used to track the requirements throughout the life of the project.

24. Answer C

Explanation: There is no reason to think that the boards rejection would not contain an

Explanation: already, since providing that information is commonly done. Suggesting a change process that circumvents the change control boards authority is not ethical. There is no reason to think that approval processes are not already in place. A rejected change should be recorded for historical purposes, in case the idea is resurrected later, and for other reasons.

25. Answer C

Explanation: There are many pieces of data in this question that are distracters from the real issue. Though it is common to have to cut costs and add resources to a project, nothing in the question should lead you to think these will be required in this situation. Customers do not generally approve the project scope (what you are going to do to complete their requirements); instead, they approve the product scope (their requirements). Since requirements are used to measure the completion of the product of the project, not having complete requirements will make such measurement impossible.

26. Answer A

Explanation: Control Quality checks for correctness, and Validate Scope checks for acceptance.

27. Answer A

Explanation: Much of the work on the project is dictated by the project scope statement. Any imprecision in such a key document will lead to differing interpretations.

28. Answer C

Explanation: Though it is correct that effective scope definition can lead to a more complete project scope statement, this cannot be the answer, because it does not deal with control. Scope planning occurs before the Control Scope process, not after it. Controlling the schedule is not the best way to control scope, so that is not the best answer. The control processes do not act in isolation. A change to one will most likely affect the others. Therefore the need to integrate the Control Scope process with other control processes is the best answer.

29. Answer C

Explanation: The project management plan is completed before the Validate Scope process. The Validate Scope process does not deal with time, but rather acceptance. The Validate Scope process does not occur before the Define Scope process. The choice stating that the Validate Scope process ensures customer acceptance, shows the deliverable meets specifications, and provides a chance for differences of opinion to come to light is entirely correct, making that the best answer.

30. Answer C

Explanation: You need to have a product description before you can do product analysis. Analyzing the level of quality desired is related to the Plan Quality Management process. Determining whether the quality standards on the project can be met is done in the Perform Quality Assurance process. Product analysis includes gaining a better understanding of the product of the project, in order to create the project scope statement.

第 6 章 项目时间管理

1. Answer A

Explanation: There are only two choices related to scheduling: critical path method and precedence diagramming. Precedence diagramming, however, is a diagramming technique that deals with the relationship between activities, not schedule flexibility. The project

manager is analyzing the critical path.

2. Answer C

Explanation: No mention is made that the dependency comes from a source outside the project, so this is not an external dependency. Scope dependency is not a defined term. The key word in the question is "requiring." Since the dependency is required, it could not be discretionary and therefore must be mandatory. The question defines a mandatory dependency.

3. Answer D

Explanation: The bar chart (or Gantt chart) is designed to show a relationship to time. This is best used when demonstrating progress or status as a factor of time.

4. Answer A

Explanation: The beta standard deviation is computed by $(P - O)/6$. Therefore, the answer is $(18 - 12)/6 = 6/6 = 1$.

5. Answer D

Explanation: A heuristic is a generally accepted rule. Examples are cost per line of code, cost per square foot of floor space, etc.

6. Answer C

Explanation: Total float and free float are the time an activity can be delayed without impacting the entire project or the next activity. A forward or backward pass refers to a network analysis technique, not waiting time. Waiting time is the correct definition of lag.

7. Answer B

Explanation: The bar chart may show an end date, but it is not used to determine dates. The project charter also may include a required end date, but not a logical determination of how long the project will take. The network diagram takes the activities from the activity list and adds dependencies. The dependencies allow us to look at the various paths through the diagram to determine the longest duration (critical) path. The network diagram is the best answer.

8. Answer A

Explanation: This question tests your knowledge about a number of topics. There can often be more than one critical path, but you might adjust the plan in order to decrease risk and have only one critical path. The network diagram may or may not change when the end date changes, depending on the amount of schedule reserve and the reason for the change to the schedule. You can have negative float if you are behind schedule. The critical path helps prove how long the project will take. This is the only correct statement of the choices given.

9. Answer C

Explanation: A milestone represents the completion of a series of activities or work packages. Therefore, it takes no time of its own.

10. Answer C

Explanation: An estimate can have a wide range and still be accurate if the item estimated includes identified risks. There is no such thing as a pad in proper project management. An estimate might be inflated, but it is a calculated reserve to account for risks, not arbitrary padding. The standard deviation tells you the amount of uncertainty or risk involved in the estimate for the activity.

11. Answer D

Explanation: The total float of an activity is the length of time the activity can be delayed without delaying the critical path.

12. Answer B

Explanation: Though having three critical paths COULD require more people or cost more, the answer that is definitely and always true is that it increases project risk. Because you need to manage three critical paths, there is more risk that something could happen to delay the project.

13. Answer C

Explanation: Fast tracking affects both time and cost but may not help even out resource usage. Monte Carlo analysis and analysis of life cycle costs do not directly deal with resources. Resource optimization is the only choice that will definitely affect resources.

14. Answer C

Explanation: Both types of charts are used in project planning. Team members need to see details and so they need a bar chart rather than a milestone chart. Risk analysis COULD make use of both charts. A milestone chart is used instead of a bar chart for any situation where you want to report in a less detailed way. Since bar charts can scare people with their complexity and often show too much detail to be worthwhile on a management level, milestone charts are more effective for reporting to management.

15. Answer C

Explanation: Leveling resources generally extends the schedule. Monte Carlo analysis does not directly address the constraints of this situation. To compress the schedule, you could either crash or fast track. However, the situation says that the network diagram cannot change. This eliminates the fast tracking option, leaving crashing the project as the best answer.

16. Answer C

Explanation: This is another question that asks about problem solving. Neither telling the boss nor waiting to see the status next month tries to solve the real problem. It would be inaccurate to report that the project cannot be finished earlier. Only meeting with the team to look for options for compressing the schedule (by crashing or fast tracking) relates to problem solving.

17. Answer A

Explanation: You may or may not need your customer's or your boss's input, but you will definitely need to include an analysis of risk.

18. Answer B

Explanation: By the time this process is taking place, Develop Project Charter, Define Scope, and Sequence Activities would be completed. The process defined in the question is Develop Schedule.

19. Answer D

Explanation: This question again tests whether you know how to solve problems. Cutting product scope negatively affects the customer, and is therefore not best. A project managers job is to determine options for meeting any end date; therefore, simply telling management the required date cannot be met is not correct. Working overtime is expensive and unnecessary when there are many other choices that could be selected first. Determining options for schedule compression would have the least negative effect on the project.

20. Answer B

Explanation: Time estimates for the activities should be created by the team and should not be added together to create the project estimate. Some activities may take place concurrently; these would be identified in the network diagram.

21. Answer A

Explanation: The question implies a finish-to-finish relationship between activities. The arrow diagramming method does not support that type of relationship. Critical path is not a diagramming method, and operational diagramming method is a made-up term. The precedence diagramming method is most appropriate in this case.

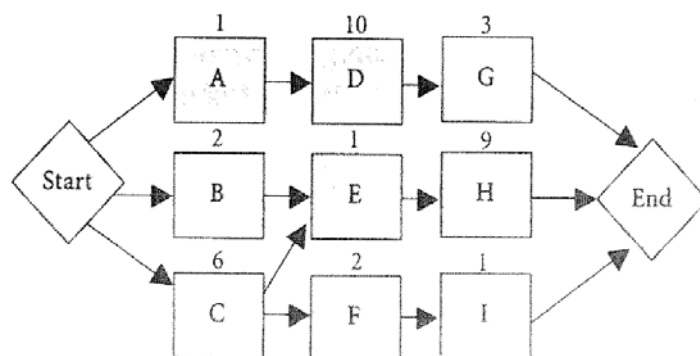
22. Answer B

Explanation: The situation is neither mandatory nor driven by an external source. A heuristic is a general rule that can be used consistently. This situation is a unique occurrence for which a preferred method is being suggested. Therefore, this is a discretionary dependency.

23. Answer D

Explanation: This is an example of a two-stage question you may find on the exam. First you need to draw the network diagram and find the critical path, and then make a decision. The network diagram would be:

Paths	Duration in Weeks
Start, A, D, G, End	14
Start, B, E, H, End	12
Start, C, E, H, End	16
Start, C, F, I, End	9



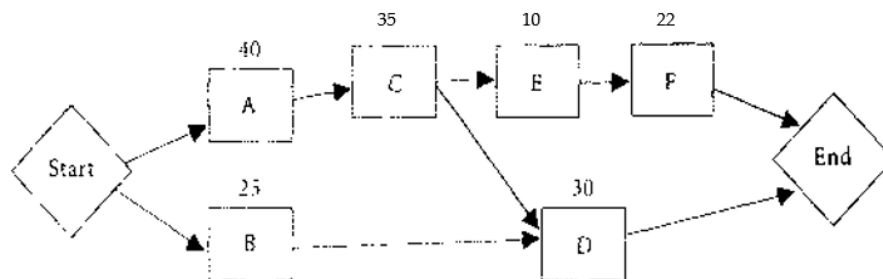
The critical path is 16 (Start, C, E, H, End). Many people immediately look for the longest duration activity on the project to cut. Here activity D is the longest, at 10 weeks. However, that activity is not on the critical path, and cutting it would not shorten the projects duration. You must change the critical path. In this case, both activity C and activity H are on the critical path. If you have a choice, all things being equal, choose the earlier option. Therefore, activity C is the best answer.

24. Answer C

Explanation: Did you notice how difficult this question was to read? Such wording is intentional, to prepare you for interpreting questions on the real exam. Looking at this situation, you see there are three paths through the network as shown in the following table. If the duration of activity B changes from 25 to 37, the activity will take 12 hours longer. As

the activity is only on the third path, it will only change the duration of that path from 55 to $55 + 12$, or 67 hours. Since the duration of the critical path is 107 hours, the delay with activity B will have no impact on the project timeline or the current critical path.

Paths	Duration in Hours
Start, A, C, E, F, End	107
Start, A, C, D, End	105
Start, B, D, End	55



25. Answer D

Explanation: The Develop Schedule process includes all work and uses all inputs needed to come up with a finalized, realistic schedule. As part of the Estimate Activity Durations process, reserves are created to cover identified and unknown schedule risks. All the other items are parts of Control Schedule and occur after the Develop Schedule process.

26. Answer D

Explanation: The schedule management plan is the most correct answer. It includes plans for how schedule changes will be managed.

27. Answer B

Explanation: Beta distribution uses weighted averages to compute activity durations.

28. Answer C

Explanation: Sequencing the activities is the same thing as creating a network diagram, so that has already been done. The Validate Scope process is done during project monitoring and controlling, not during project planning. Since a schedule is an input to risk management, risk management comes after the creation of a preliminary schedule, and so that is not the next thing to do. Creating the preliminary schedule is next.

29. Answer D

Explanation: The question is really asking, "What is done after the Estimate Activity Durations process?" The work breakdown structure and activity list are done before Estimate Activity Durations. The schedule is not finalized until after schedule compression. Therefore compressing the schedule is done next.

30. Answer D

Explanation: Notice how this question and the previous one seem very similar. This is intended to prepare you for similar questions on the exam. Estimating activity resources and analogously estimating the schedule should have already been completed. The situation described is within the Develop Schedule process of time management. Control Schedule is the next time management process after Develop Schedule, but the Develop Schedule

process is not yet finished. Final approval of the schedule by the stakeholders is needed before one has a project schedule.

31. Answer A

Explanation: Monte Carlo analysis is a modeling, or simulation, technique. Three-point estimating uses three time estimates per activity. One could use data from past projects to come up with the estimate (analogous estimating), but the best answer is parametric estimating because past history is being used to calculate an estimate.

32. Answer D

Explanation: There is no information presented about lag or progress. The activity described has float, because there is a difference between the early start and late start. An activity that has float is probably not on the critical path.

33. Answer B

Explanation: Cutting resources from an activity would not save time, nor would moving resources from the preferential dependencies to the external dependencies. Removing an activity from the project is a possibility, but since the dependencies are preferential and the risk is low, the best choice is to make more activities concurrent, as this would have less impact on the project.

34. Answer A

Explanation: Did you get lost looking at all the numbers presented in this question? Notice that there are no calculations required, simply an understanding of what the problem is. This question describes schedule management, which is a responsibility of the project manager.

35. Answer D

Explanation: Detailed cost estimates have nothing to do with the situation described. Project management plans include more detail than is necessary for the situation described, and may distract from the conversation if used in this situation. Bar charts are most effective for reporting to the team. The best answer is milestone reports, which present the right level of detail for upper management.

36. Answer C

Explanation: The key to this question is the phrase 'constant number used each month'. Only leveling has such an effect on the schedule.

37. Answer C

Explanation: Remember that analogous project estimates are considered to be top-down, high-level estimates. Therefore, they are not based on a detailed understanding of what the work will require. The project manager needs more than an analogous (high-level) estimate to determine whether or not the project will meet the schedule. The benefit of an analogous project estimate is that it is management's expectations of how long the project will take. Any differences between the analogous estimate and the detailed bottom-up estimate can be reconciled in the planning processes.

38. Answer B

Explanation: Waiting until all changes are known, and then printing out a new schedule, is a common error many project managers make. Instead, the project manager should be controlling the project throughout its completion. The situation in the question does not provide a reason to believe the schedule baseline must be changed. A project manager must be in control of the project, rather than consulting with management before making any

changes. Whenever a large number of changes occur on a project, it is wise to confirm that the business case, as stated in the project charter, is still valid.

第 7 章 项目成本管理

1. Answer D

Explanation: This formula for EAC is used if no variances from the BAC have occurred or you will continue at the same rate of spending (as calculated in your cumulative CPI). You have to remember the formula to get the answer correct.

2. Answer C

Explanation: When you look at earned value, many of the terms have similar definitions. This could get you into trouble. EAC means the estimate at completion. What it will cost to finish the project is the definition of ETC, or estimate to complete.

3. Answer D

Explanation: The formula is $CV = EV - AC$. Therefore, $CV = 350 - 400$, or $CV = -50$.

4. Answer D

Explanation: Presenting anything other than your original estimate (allocating more to the budget) is inaccurate and calls into question your competence and integrity as a project manager. The customer should list potential changes and risks related to your estimate. If the costs and risks are justified, you can increase the budget.

5. Answer C

Explanation: Analogous estimating is used most frequently during project planning, not project executing. Parametric estimating involves calculations based on historical records. Analogous estimating uses top-down estimating techniques.

6. Answer B

Explanation: This question is asking, When you finish estimating costs, what do you have? Many people who do not realize that estimates should be in a range pick that option. Documentation of assumptions is referring to the basis of estimates, which is an output of Estimate Costs. The prevention of inappropriate changes is more correctly part of the cost management plan and the change control system.

7. Answer D

Explanation: Life cycle costing looks at operations and maintenance costs and balances them with the project costs to try to reduce the cost across the entire life of the project.

8. Answer B

Explanation: Asking percent complete is not a best practice since it is usually a guess. Often the easiest work is done first on a project, throwing off any percentage calculations of work remaining. The life cycle cost cannot be lower than the project cost, as the life cycle cost includes the project cost. Focusing on the amount spent last month and what will be spent in the next month is often done by inexperienced project managers. Not only does this provide little information, but the data cannot be used to predict the future. Using earned value and other calculations is the best answer since this choice looks at the past and uses that information to estimate future costs.

9. Answer D

Explanation: The CPI is less than one, so the situation is bad. The project is only getting 89

cents out of every dollar invested.

10. Answer C

Explanation: Earned value questions ask for a calculation or an interpretation of the results. In this case, the project is progressing at 76 percent of the rate planned.

11. Answer D

Explanation: You need the WBS to define the activities, the network diagram to see the dependencies, and the risks to determine contingencies. NOTE : These are high-level risks, not the detailed risks we identify later in project planning. Change requests are not required to obtain estimates, although they could cause existing estimates to be adjusted. Without the other three choices, you cannot develop the estimates.

12. Answer A

Explanation: Parametric estimates use a mathematical model to predict project cost or time.

13. Answer D

Explanation: This estimate has a wide range. It is done during project initiating, when very little is known about the project.

14. Answer C

Explanation: A cost baseline is an output of the Determine Budget process.

15. Answer A

Explanation: Budget forecasts are an output of Control Costs, which is part of monitoring and controlling.

16. Answer A

Explanation: You are training the team on skills required for the project. The cost is directly related to the project and thus a direct cost.

17. Answer B

Explanation: Setup costs do not change as production on the project changes. Therefore, they are fixed costs.

18. Answer D

Explanation: Notice that you need to know the definition of value analysis to answer this question. Also notice that the other choices could be considered correct by someone who does not know the definition. Value analysis seeks to decrease cost while maintaining the same scope.

19. Answer A

Explanation: Because you need project details to estimate this way, the effort expended will be greater with bottom-up estimating.

20. Answer A

Explanation: It can be confusing to differentiate earned value terms from each other. The estimated value of the work actually completed is the definition of EV, or earned value.

21. Answer B

Explanation: Notice how one item in each of the incorrect options makes the entire choice incorrect. Duration estimates are created during time management, and measuring team performance is a part of human resource management. There is no level of risk required for estimates. Specifications for how estimates should be stated, rules for measuring cost performance, and the level of accuracy needed for estimates are all parts of the cost management plan.

22. Answer A

Explanation: With such limited information, it is best to estimate in a range. The range can be narrowed as planning progresses and risks are addressed.

23. Answer D

Explanation: Hiding the reserve is an inappropriate action. Adding cost to each activity will not shorten the critical path, and thus is an incorrect statement. Management reserves, not contingency reserves, are maintained by management to cover cost overruns. During the risk management process, you determine appropriate contingency reserves to cover the cost of identified risks.

24. Answer A

Explanation: Although all choices could cause difficulty, only inadequate scope definition makes estimating impossible.

25. Answer A

Explanation: Look for the choice that would have the least negative impact on this situation. You would not need to meet with the sponsor to determine which work can be done sooner. Cutting quality and decreasing scope always have negative effects. The choice with the least negative impact is to eliminate risks in estimates and reestimate.

26. Answer A

Explanation: This is a tricky question. Determining why the sponsor wants such an accurate estimate sounds like a good idea at first. However, analogous estimates are less accurate than other forms of estimating, as they are prepared with a limited amount of detailed information. Reading every word of this choice helps eliminate it. In order to pick the best answer, you need to realize that analogous estimating is a form of expert judgment.

27. Answer B

Explanation: The overall project budget may be included in the project charter but not the detailed costs. Even small projects should have a budget and schedule. It is not impossible to create a project budget before the project management plan is created. However, it is not wise to do so, as the budget will not be accurate. The project budget and baseline are not finalized and accepted until the planning processes are completed.

28. Answer C

Explanation: Cost Management is too general. The estimates are already created in this situation, so the answer is not Estimate Costs. The answer is not Control Costs, because the baseline has not yet been created. The work described is the Determine Budget process.

29. Answer D

Explanation: Recommending corrective actions and possible updates to the cost baseline result from project performance reviews; they are not concurrent with them. Monitoring costs is part of change control, but not part of creating the change control system. The correct choice is project

performance reviews, 30 * * *

30. Answer D

Explanation: The exam, will ask you what the management plans include, in-Order to test whether you really understand them. The cost management plan identifies the WBS level at which earned value will be calculated.

31. Answer D

Explanation: To answer this question, you must look for a choice that would take longer and cost more. Notice one of the choices says scope was changed, but it was not necessarily added to. If the change was to reduce the scope, it might also have reduced cost. Though it would take time to handle the issue of the need to find a new supplier, the impacted activity might not be on the critical path and thus might not affect time. Purchasing additional equipment definitely adds cost, but not necessarily time. A critical path activity taking longer and requiring more labor hours to complete would negatively affect both time and cost.

32. Answer C

Explanation: Actual costs are used to measure CPI, and there is no reason to use SPI in this situation. Using past history is another way of saying "analogous." The best way to estimate is bottom-up. Such estimating would have improved the overall quality of the estimate.

33. Answer A

Explanation: Earned value measurement is a great reporting tool. With it, you can show where you stand on budget and schedule, as well as provide forecasts for the rest of the project.

34. Answer D

Explanation: Identified risks are listed in the risk register, an input to the Estimate Costs process. In completing the Estimate Costs process, additional risks may be uncovered. These are added to the risk register as project documents updates.

35. Answer A

Explanation: Cost accounts are included in the project cost estimate, and the contingency reserves are added to that to come up with the cost baseline. Thereafter, the management reserves are added to come up with the cost budget. The management reserves make up the difference between the cost baseline and the cost budget.

36. Answer C

Explanation: This question is full of choices that are not correct project management actions. To answer the question, you must first realize that it is never appropriate for a project manager to just cut estimates across the board. You should have created a project estimate based on realistic work package estimates that do not include padding. Then, if costs must be decreased, you can look to cut quality, decrease risk, cut scope, or use cheaper resources (and at the same time closely monitor the impact of changes on the project schedule).

One of the worst things a project manager can do is to start a project knowing that the time or cost for the project is unrealistic. Did you notice the choice of adding additional resources? Even though they have low hourly rates, that would add cost. Evaluating, looking for alternatives, and then reporting the impact of the cost cutting to the sponsor is the best action to take.

37. Answer C

Explanation: While it is true that risk will cost the project money, that is not the definition of cost risk. Stating that the project is too risky from a cost perspective assumes that the risk is too great to do the project. Cost risk is the risk that project costs could go higher than planned.

38. Answer C

Explanation: Direct costs are directly attributable to the project, and variable costs are costs that vary with the amount of work accomplished. It is best to look at decreasing these costs

on the project.

第 8 章 项目质量管理

1. Answer A

Explanation: As a general rule, one cannot say that quality (as defined in the question) is either of high or low cost. It provides what the customer wanted, which may not be the lowest or highest cost. When a product or service completely meets a customer's needs, quality is achieved.

2. Answer B

Explanation: This is the definition of marginal analysis. Know the term so you will be able to answer questions that deal with this concept. The other choices may sound good, but they are made-up terms.

3. Answer B

Explanation: Although each person working on the project should check his or her own work, the project manager ultimately has the responsibility for quality on the project as a whole.

4. Answer C

Explanation: If a problem with quality were to occur again, many people would opt to fix the problem as soon as possible. It is proactive, but some other project constraint(s) must change to accommodate fixing the root cause of the problem. It may not be necessary to allow the schedule to slip, because the project manager might be able to compress the schedule in other areas. Cutting cost does not necessarily cause the schedule to slip, nor would that necessarily fix the problem at hand. Allowing risk to increase by cutting cost is not the best choice, because a quality problem is most likely to create additional cost, rather than cut cost. Allowing the cost to increase by fixing the root cause of the problem addresses both finding the cause and the probable impact of dealing with the problem.

5. Answer A

Explanation: Did you notice there is a lot of data not relevant to answering the question? Expect distracters to appear in many questions on the exam. Quality efforts should produce a decrease rather than an increase in cost risk as a result of less rework. Quality efforts should also provide increased cost effectiveness due to less rework. This leaves the best answer: "Improved quality leads to increased productivity, increased cost effectiveness, and decreased cost risk."

6. Answer C

Explanation: There can be a cost impact (or time, risk, etc.) of exceeding expectations or adding extras. Quality is the degree to which the project meets requirements.

7. Answer B

Explanation: Inspection, Pareto diagrams, and fishbone diagrams are all tools that can be used in Control Quality. Cost of quality is part of Plan Quality Management, making sure the project is not spending too much to achieve a particular level of quality.

8. Answer A

Explanation: Fishbone diagrams are often used to stimulate thinking and to explore a desired- future outcome. Determining whether a process is out of control is a function of control charts. Only focusing on critical issues to improve quality relates to Pareto diagrams.

9. Answer D

Explanation: Focusing on the most critical issues to improve quality relates to Pareto diagrams. Stimulating thinking and exploring a desired future outcome relate to fishbone diagrams. Only determining if a process is functioning within set limits relates to control charts.

10. Answer A

Explanation: The length of time it takes to test a whole population is one of the reasons to take a sample.

11. Answer B

Explanation: Quality training is a cost of conformance to quality. All the other choices are costs of nonconformance to quality.

12. Answer B

Explanation: Standard deviation is the measurement of a range around the mean.

13. Answer C

Explanation: Quality metrics are an output of the Plan Quality Management process. They are an input to the Perform Quality Assurance process, the process in which quality audits take place.

14. Answer C

Explanation: The rule of seven applies here. If you have seven data points in a row on the same side of the mean, statistically the mean has shifted, calling for action to correct the problem.

15. Answer D

Explanation: In a just in time environment, supplies are delivered when you need them and not before. Therefore, you have little or no inventory.

16. Answer A

Explanation: Quality audits are a necessary part of the Perform Quality Assurance process. They help you assess whether the processes are being followed correctly on the project.

17. Answer A

Explanation: The quality policy and control charts are components of a quality management plan. Although the quality management plan is part of the project management plan, the most precise answer is the quality management plan.

18. Answer A

Explanation: This is an example of gold plating. You should provide ONLY what the customer asked for. The team does not know if their change will provide benefit to the customer. The team should focus their efforts on fulfilling the requirements.

19. Answer C

Explanation: The plan described is the quality management plan. Since the quality management plan is included in the project management plan, changing the quality management plan will also change the project management plan.

20. Answer C

Explanation: Perform Quality Assurance, of which an audit is part, focuses on processes, procedures, and standards. Though ISO 9000 is a standard, that is not the only reason an audit would be conducted. The seller cannot generally control or review the customers quality process. Checking the accuracy of costs submitted by the team is more representative of a cost audit than a quality audit, so that option cannot be the best choice. One purpose of a quality audit is to identify inefficient and ineffective policies.

21. Answer C

Explanation: Assuring management that it was determined in planning that the project would meet quality standards is not productive, since it does not solve the problem. An analogous estimate looks at the past history of other projects. This would not be appropriate to determine how the current project is going. The quality management plan does not provide results. A quality assurance team could help to determine whether the team is following the correct process to satisfy the relevant quality standards.

22. Answer D

Explanation: Focus groups are a tool of the Collect Requirements process, and would not be useful in the Perform Quality Assurance process.

23. Answer C

Explanation: Though quality problems MAY lead to quality assurance efforts, they are not a MUST. Quality improvement is a result of Perform Quality Assurance, not an input. Rework (or defect repair) can be an output of Control Quality. That leaves only quality control measurements, which are inputs to the Perform Quality Assurance process.

24. Answer B

Explanation: Completion of work packages is done after project planning. Since the previous project manager did not finish planning, continuing to execute the project management plan should not be next. Identify Risks sounds like a good choice; however, identifying quality standards occurs before the Identify Risks process. You may have misread the question and assumed communication planning was complete as well, but notice it only says that communication requirements have been determined. Communications planning still needs to be completed as well. Identify quality standards is the best answer, as planning must be completed on the project.

25. Answer A

Explanation: The design of experiments technique allows you to find those factors that have the most impact on quality. It allows the project manager to focus attention on the factors that are most important.

26. Answer B

Explanation: Gold plating a project wastes time and probably cost. It makes the project unsuccessful.

27. Answer C

Explanation: Measuring is part of the Control Quality process. Did you select project control? The question asked which part of the quality management process the project manager is involved in, not which part of the project management process.

28. Answer D

Explanation: Changing the communications management plan may not be needed on the project and it does not deal with the problem at hand, the policy that is slowing things down. Confirming the department managers opinion with someone else in the department is not the best choice, as the project manager already has heard the opinion on many other occasions. It is already confirmed. Determining whether upcoming activities should be reestimated is just being reactive. A good project manager will find the root cause and deal with that, even if it means attempting to improve the company's policies and processes. Yes,

recommending improvement of the policy is the best answer. This is continuous improvement. Because there are several activities affected by the policy, it would best serve the project to get to the root cause of the problem and solve it.

29. Answer C

Explanation: All reports and diagrams are communications tools. This question asks you to pick the most appropriate quality tool to help communications. An Ishikawa diagram, also called a cause and effect diagram, is more appropriate than a Pareto diagram since you are trying to determine the causes. Once causes are known and you have data on occurrences, the data can be displayed in a Pareto diagram.

30. Answer D

Explanation: Look for the proactive approach. When we plan for quality, we define the appropriate level of quality needed, which will improve quality overall and will likely be less expensive over the long run. NOTE : You may spend more initially for identifying the right quality and doing the work to produce the planned quality, but you will save through reduced rework, waste, and scrap, and other such benefits.

31. Answer B

Explanation: Although all of these choices are correct things to do, the question asks what to do first. What is the most immediate problem? Getting the instructions translated by a more experienced party could be done, but it does not address the immediate concern of the footings that have already been poured according to the poorly translated instructions. Asking the team to look for other translation issues is an excellent idea. However, it does not address the immediate problem. Informing the sponsor is also not taking action to solve the problem. Isn't it most urgent to find out whether the concrete footings meet your project requirements? Are they adequate? Only the option of looking for quality impacts of the poor translation will help you determine that.

第 9 章 项目人力资源管理

1. Answer D

Explanation: When someone is given the job of project manager, he or she will have formal, reward, and penalty power. But just having the position does not make the project manager either a technical or project management expert. Expert power has to be earned.

2. Answer D

Explanation: This question is asking which of the FOLLOWING is the highest. Self-actualization is not listed, so the next best choice is esteem.

3. Answer C

Explanation: The halo effect refers to the tendency to move people into project management because they are good in their technical fields. Just because a person is good in a technical field does not mean he or she will also be a good project manager.

4. Answer B

Explanation: Although the sponsor may help plan some of the activities, it is not his or her exclusive duty. Some project constraints come from the sponsor, but they should be considered necessary. The project management plan is created by the team and approved by the sponsor and other management. Since the project objectives are stated in the project charter, and it is the sponsor who issues the project charter, helping to prevent unnecessary

changes to project objectives is the correct answer.

5. Answer D

Explanation: Problem solving (also referred to as collaborating) normally takes more time, but it gets buy-in from everyone, generating a more lasting solution.

6. Answer B

Explanation: Know the top four sources of conflict on projects (schedules, project priorities, resources, and technical opinions) so you can answer questions such as this one. Don't be fooled because "personality" is on the list. It is not a major cause of conflict.

7. Answer C

Explanation: Delaying the issue is called withdrawal.

8. Answer A

Explanation: The responsibility assignment matrix maps specific resources to the work packages from the WBS. On a resource histogram, the use of resources is shown individually or by groups over time.

9. Answer A

Explanation: The resource histogram shows the number of resources used in each time period.

In its pure form, a bar chart shows only activity and calendar date. The organizational chart shows who reports to whom. The responsibility assignment matrix shows who will do the work.

10. Answer B

Explanation: In a matrix organization, power is shared between the functional manager and the project manager, so the project manager needs to negotiate with the functional manager for the resources.

11. Answer B

Explanation: The project schedule remains preliminary until resource assignments are confirmed.

12. Answer C

Explanation: The lack of a WBS, responsibility assignment matrix, or team involvement in planning could contribute to excessively long meetings to assign resources to activities. Resource leveling refers to maintaining the same number of resources on the project for each time period and would not impact the length of meetings.

13. Answer B

Explanation: Reward and expert are the best types of power to use in such a circumstance. Reward is not listed as a choice, and the question says the project manager has limited ability to reward the team members. Therefore, expert power is the correct answer.

14. Answer C

Explanation: The job of the project manager includes providing or obtaining project-specific training for team members. This kind of training may be a direct cost of the project.

15. Answer D

Explanation: Those involved in the problem should resolve the problem. Having had to crash the critical path several times implies that team D has already tried to deal with this problem. In this case, the two team leaders need to meet. The extent of this situation requires the project managers involvement as well.

16. Answer C

Explanation: Do not get confused by the wordiness of the question. Ask yourself what is the best way to resolve any conflict, and you can get the answer. Most of the situation is a distracter. Problem solving (collaborating) and compromising are the two most important conflict resolution techniques. Conflict management is a key general management skill.

17. Answer A

Explanation: Generally, the best forms of power are reward or expert. The project manager has not had time to become a recognized expert in the company and reward power is not included as a choice here. This leaves formal power as the only logical answer.

18. Answer D

Explanation: Doing limited testing before integration and finishing testing after integration is an example of compromising. This is the best way for the project manager to resolve the conflict in this situation.

19. Answer D

Explanation: It is the sponsors role to prevent unnecessary changes and to set priorities among projects. The situation described in this question implies that such work is not being done and the project manager must therefore go to the root of the problem: the sponsor.

20. Answer D

Explanation: Expectancy theory states that employees who believe their efforts will lead to effective performance and who expect to be rewarded for their accomplishments will stay productive as rewards meet their expectations.

21. Answer A

Explanation: Improving schedule performance relates to getting the project completed sooner. Although it would seem to be a good idea to improve schedule performance, this projects performance is fine. The schedule has been approved as it is. It would be better for the project manager to spend more time controlling the project to make sure it finishes according to plan than to improve schedule performance.

If you chose attempting to extend the schedule, look at the SPI. There is nothing wrong with the schedule performance of the project that would require an extension.

Gaining formal acceptance from the customer will need to be done, as it provides an opportunity for the team to check if everything is going well. This action will not affect the team members dissatisfaction, however.

The only real problem presented in this situation is that the team member is complaining. If you read the situation completely, you will notice that the team member was involved and approved the project management plan, including his own involvement in the project. Since the responsibility assignment matrix has not changed, the team member has not even been assigned different duties since the project began. There must be something else causing the team member to complain. The project manager should investigate and find out if the reward system is ineffective.

22. Answer C

Explanation: Here is a situation where all four choices could be done, but there is one BEST answer. Asking the sponsor if the information could be sent in a report does not solve the root cause of the problem described. Informing the team member of the value of communication in meetings merely dismisses the concerns of the team member and might cause anger. A team-building exercise would take planning and so could not be done right

away. Remember, the sponsor might be attending the next meeting and at least one team member might not attend because of past problems. The best thing to do would be to set up new ground rules governing team behavior and then plan a team-building exercise.

23. Answer A

Explanation: Questions like this can drive people crazy on the exam because it is easy to get confused. The best thing to do is to look at the two terms used here (project performance appraisals and team performance assessments) and review in your mind what each means BEFORE looking at the choices. Team performance assessments evaluate the project teams effectiveness as a whole. Project performance appraisals deal with how each team member is performing on the project.

24. Answer B

Explanation: Notice the phrasing of this question, "most likely NOT do.!" Expect to see questions worded on the exam in ways that can cause you to misinterpret them. You will also see questions about things we forget to do in the real world. "Who has time" you might say, "to determine if each problem is really solved?" One could respond with, "Who has time not to do this?" "Who has time to deal with the same problem twice?" The final steps of problem solving include: implement a decision, review it, and confirm that the decision solved the problem.

25. Answer A

Explanation: The option of the project manager watching cost more closely includes the concept of cost to trick you into selecting it if you are unsure of the real answer. There is no indication that the costs are trending in any particular direction. There is no reason to think that performance reviews should turn up more adjustments. The project manager should always use good judgment but nothing in this question talks about judgment regarding variances, so this cannot be the best choice. In this situation, the project manager is making great working conditions better by buying new chairs and enhancing the team members' titles. According to Herzbergs theory, fixing bad working conditions will help motivate the team, but making good ones better will not improve motivation. The project manager needs to focus on the motivating agents and not the hygiene factors.

26. Answer B

Explanation: Both parties are giving up something. This is a compromise.

27. Answer A

Explanation: Theory Y is the belief that people can direct their own efforts. Know the difference between Theory X and Theory Y for the exam.

28. Answer C

Explanation: The resource histogram shows the resources used per time period, but would provide limited benefit in this situation. The responsibility assignment matrix cross-references resources with the activities or work packages they are to accomplish, but it does not show when they will be required to do their work. The staffing management plan describes when resources will be brought onto and taken off the project, and would provide the most benefit for this project.

29. Answer A

Explanation: Sending data without pointing out the issue does not mean the communication will be adequately decoded by the recipient. The other choices describe more effective

communication in this instance.

30. Answer D

Explanation: Notice that this question asks what the team member should do. It is important for the project manager to understand the team members role and possibly even instruct team members on how to work on projects and what is expected of them. Providing the project manager with his schedule' including the information io a report' and requesting that the issue be added to the issue log have one thing in common. They involve the team member asking the project manager to do something. In reality, it may very well be the team member who will come up with a solution (such as decreasing the scope of the activity, fast tracking, or specific suggestions about changes to predecessor activities). Therefore, recommending preventive action is the best choice for the team member. Note that recommended corrective or preventive actions can come from the team or stakeholders in addition to the project manager.

第 10 章 项目沟通管理

1. Answer D

Explanation: The best choice is informal verbal communication. This does not mean you do not keep records of the problem, but it is best to start this discussion informally. If informal communication does not solve the problem, formal written communication is the next choice.

2. Answer C

Explanation: Formal written communication allows your words to be documented, and they will go to everyone in the same form. When there are complex problems, you want everyone to receive the same information.

3. Answer C

Explanation: The major result of communication blockers and miscommunication as a whole is conflict.

4. Answer D

Explanation: An understanding of the receivers perspective allows the sender to direct the communication to meet the receivers needs.

5. Answer B

Explanation: Everything we do is more formal in a procurement environment than in other project activities. Therefore, formal written communication is required when the customer requests work not covered under the contract.

6. Answer B

Explanation: Nonverbal communication carries a significant portion of the message you send. With so much at stake, nonverbal communication is of major importance

7. Answer D

Explanation: This information is found in the communications management plan.

8. Answer C

Explanation: The question states that all stakeholders received the information, so the issue is not that this stakeholder did not receive it. The problem presented here illustrates that there is something missing in the communications management plan. The best answer is to review the communications management plan in order to prevent future problems and to find any instances of similar problems.

9. Answer B

Explanation: Did you realize the project manager is part of the communication channels? Therefore, there are actually four stakeholders to begin with and six channels of communication. The question is asking how many total channels of communication you have with a team of five people. The formula is $[N \times (N-1)]/2$ or $(5 \times 4)/2 = 10$.

10. Answer D

Explanation: Remember that nonverbal communication represents a major part of all communication. The choice including paraalingual communication (pitch and tone), as well as physical mannerisms, is the best choice.

11. Answer B

Explanation: Because of the differences in culture and the distance between team members, formal written communication is needed.

12. Answer D

Explanation: Courtesy and consideration is not a rule, for effective meetings. Since there is no indication that the meeting was not scheduled in advance or that there isn't a purpose, these cannot be the best answers. "Discussed at random" implies no agenda. If an agenda is issued beforehand, people will follow the outline and should not need random discussions.

13. Answer B

Explanation: The key word is quickly. The status report is too detailed for a quick look. The forecast report only looks into the future. The progress report summarizes project status, and would be the most helpful for a quick review.

14. Answer A

Explanation: Questions like this drive people crazy. There are many choices that are reasonably correct. Look for the most immediate need. Here, the team member is in a manufacturing environment. That means communications will most likely be blocked by noise. It is best for the project manager to ask the team member to repeat back what he says, to ensure the team member correctly heard what the project manager communicated.

15. Answer D

Explanation: This is another question with more than one right answer. Would asking for something in writing be the best way to communicate? In this particular situation, asking for the concern to be in writing might alienate the stakeholders. The issue log is where the issue should be listed, but the situation does not say if the project manager knows what the stakeholders' concern is. Therefore, using the issue log cannot be the best choice. Why not make a presentation to all the stakeholders regarding the status of the project? The project manager already knows stakeholders A and B have the concern, not all the stakeholders. This problem would likely require informal verbal communication to discover the real problem. Arranging a meeting with the concerned stakeholders is therefore the best choice.

16. Answer B

Explanation: Since there is no information about the sponsor or his needs in this situation, focusing on his needs cannot be best. The statement that successor activities should have been watched, rather than the predecessors, is not a correct statement. A project manager should watch both predecessor and successor activities. Attendance at the party and the issue at hand (the late results) are not related. Often forgotten in communications management

plans are the bosses of team members (functional management in a matrix organization). Including the bosses of team members in communications planning, requirements gathering, risk management, and other areas of project management helps make the project better. In addition, it helps the functional managers manage their resources effectively. If the functional manager of the team member assigned to the predecessor activity had been included in the project planning processes, he would have known when the team member was needed to do work for the project and the impact, if any, of delay. The communications management plan should also have included a method to communicate potential delays.

17. Answer D

Explanation: Working with people from different cultures with different cultural values and beliefs necessitates an understanding of both basic definitions and areas of cultural impact. As project managers, we need to have good communication skills and a willingness to adapt to other cultures.

18. Answer B

Explanation: Many of these choices could be done, but ask yourself, What is the most effective thing to do?!, The party may well generate lessons learned, and recording them would certainly be a good idea, but the question asked what to do first. There is a more immediate issue - the manager. Meeting with all the stakeholders could be useful, but there is only one stakeholder, the manager, who definitely has an issue. Besides, a good project manager would be holding regular meetings with the stakeholders already. Making sure the manager has a copy of the communications management plan might be a good idea, as the manager apparently is not communicating with the project manager. However, this would not be enough to ensure the manager does communicate.

The manager is, in effect, saying he is not getting the information he needs. His lack of needed information is causing him to suggest more meetings. However, too many meetings are a problem on projects. A great project manager does not just add meetings, but solves the real problem in the best way.

A goal of communications management is to get information to those who need it. The project manager may decide to adjust her communications management process by changing the format of a report, or sending existing reports to the manager with the issue, rather than adding meetings. Therefore, the correct choice is to review the methods of providing project information to the stakeholders.

19. Answer D

Explanation: This issue should be over, but since there were so many meetings and arguments about the requirements being removed, it is unlikely the issue will be dropped by the stakeholders. However, as it has not come up again and the project was started six months ago, spending time in a meeting is excessive. The other choices are easier, have less impact on the project, and are therefore things that could be done.

20. Answer D

Explanation: The pitch and tone of voice (paralingual communication) is not relevant here, as the project manager could not even hear all that was being said. There were no issues recognized after the conversation, so none could be added to the issue log. This issue is not related to communications requirements, so that choice cannot be best. Saying, "I am not sure I properly heard what you said," during the conversation or repeating the message back

to the team member would have prevented this problem. Giving and requesting feedback during the communication is the best option.

21. Answer D

Explanation: This situation describes the need to “compare.” A trend report shows performance over time. A forecasting report looks only to the future. A status report is generally static (relating to a moment in time). The only choice that compares project results is a variance analysis.

22. Answer A -

Explanation: As project managers can spend 90 percent of their time communicating, the correct choice must be communication.

第 11 章 项目风险管理

1. Answer D

Explanation: Insurance premiums are not factors in assessing project risk. They come into play when you determine which risk response strategy you will use.

2. Answer C

Explanation: Expected monetary value is calculated by $EMV = \text{probability} \times \text{impact}$. We need to calculate both positive and negative values and then add them:

$$0.6 \times \$100,000 = \$60,000 \quad 0.4 \times (\$100,000) = (\$40,000)$$

$$\text{Expected monetary value} = \$60,000 - \$40,000 = \$20,000 \text{ profit}$$

3. Answer C

Explanation: This one drove you crazy, didn't it? Reread the question! A mean of 28 days is not a range estimate, and so must be eliminated as a possible answer. When you look at the ranges of each of the other choices, you will see that 30 days, plus or minus 5 days = a range of 10 days. The range of 22 to 30 days = a range of 8 days. An optimistic estimate of 26 days, most likely estimate of 30 days, and pessimistic estimate of 33 days represents a range of 7 days. The estimate with the smallest range is the least risky, and therefore the correct choice. Did you realize the words +/- 3 sigma are extraneous? Practice reading questions that are wordy and have extraneous data.

4. Answer A

Explanation: Cost increases and contract disputes for payments will not necessarily interfere with schedule. If a “post-implementation” review meeting slips, it may not interfere with the project schedule. Delays in obtaining required approvals is the only choice that always causes a time delay, and is therefore the most likely to threaten the project schedule.

5. Answer B

Explanation: No calculation is needed. If there is a 20 percent chance in any one month, the chance in the fourth month must therefore be 20 percent.

6. Answer C

Explanation: Expected monetary value is calculated by multiplying the probability times the impact. In this case, $EMV = 0.9 \times \$10,000 = \$9,000$.

7. Answer B

Explanation: This is a tricky question. Although risks can be identified at any time throughout the project, most risks are identified during the Identify Risks process. Newly emerging risks are identified in the Control Risks process.

8. Answer B

Explanation: Risks change throughout the project. You need to review risks at intervals during the project to ensure noncritical risks on the watch list have not become critical.

9. Answer D

Explanation: Project status reports can be an input to risk management. However, when completing risk management for the first time, you would not have project status reports. Therefore, project status reports are not always an input to risk management.

10. Answer A

Explanation: If you know the tolerances of the stakeholders, you can determine how they might react to different situations and risk events. You use this information to help assign levels of risk on each work package or activity.

11. Answer D

Explanation: A contract is a tool to transfer risks. The project management plan could change to include a modified WBS and new work packages related to mitigating risk. The communications management plan could change as a way to address a risk. A change to the charter is a fundamental change to the project and may require a major adjustment to all aspects of the project management plan. It is not a common result of risk management efforts.

12. Answer B

Explanation: To mitigate risk, we either reduce the probability of the event happening or reduce its impact. Acceptance of risk means doing nothing (if it happens, it happens, or contingency plans are created). Avoidance of risk means we change the way we will execute the project so the risk is no longer a factor. Transference is passing the risk off to another party. Many people think of using insurance as a way of decreasing impact. However, purchasing insurance transfers the risk to another party.

13. Answer C

Explanation: If you cannot determine an exact cost impact of the event, use qualitative estimates such as Low, Medium, High, etc.

14. Answer A

Explanation: A risk list, process updates, and sensitivity analysis are not outputs of the Plan Risk Responses process. Residual risks, fallback plans, and contingency reserves are all outputs of the Plan Risk Responses process, making this the correct answer.

15. Answer D

Explanation: A workaround refers to determining how to handle a risk that has occurred but was not included in the risk register. The project must be in the Control Risks process if risks have occurred.

16. Answer C

Explanation: Transference is a risk response strategy. Risk response strategies are determined in the Plan Risk Responses process.

17. Answer C

Explanation: This situation is occurring during project planning. Planning must be completed before moving on. Determining the risk rating of the project is done during Perform Qualitative Risk Analysis, and should have already been done. Project risk reassessment occurs during Control Risks, the next step in the risk management process after Plan Risk Responses. But the question does not ask what is next in the risk management

process, just what is next. Adding work packages to the WBS, as part of iterations, comes next in project planning.

18. Answer C

Explanation: The project manager is in the Perform Qualitative Risk Analysis process. This process includes risk data quality assessment and probability and impact matrix development. It appears the project manager has not yet completed the matrix, which is used to sort risks based on their probability and impact ratings. Trend analysis, the identification of triggers, and development of fallback plans will occur later in risk management.

19. Answer D

Explanation: The process the project manager has used so far is fine, except the input of other stakeholders is needed in order to identify more risks.

20. Answer D

Explanation: A review of cost proposals could be done, but it is not a pressing issue based on the situation provided. Examining the budget reserves could also be done, but not until risk planning is completed. It is always important to carefully complete a project charter, but there are other issues needing detailed attention in this situation. Since this project has never been done before, and there will be a large cost outlay, it would be best for the project manager to spend more time on risk management. Risk identification is the most proactive response and will have the greatest positive impact on the project.

21. Answer A

Explanation: This question relates real-world situations to risk types. Did you realize that the entire first paragraph is extraneous? Based on the question, you cannot remove the work to avoid it, nor can you insure or outsource it to transfer the risk. This leaves acceptance as the only correct choice.

22. Answer D

Explanation: The Delphi technique is commonly used to obtain expert opinions on technical issues, the necessary project or product scope, or the risks.

23. Answer D

Explanation: Did you realize this situation is taking place during project initiating? The scope statement and resource plan are created in project planning, and so are not yet available. Therefore, we are left with deciding if the magazine article or a conversation with a team member who worked on a similar project provides the greater value. Since the information gained in conversing with the team member provides input more specific to your organization, it is the best choice.

24. Answer B

Explanation: Team members will have knowledge of the project and the product of the project and will thus have a lot to contribute to risk responses. Those responsible for risk templates will be able to provide the templates from past projects (historical records) and therefore will be very important. Key stakeholders will know more about the technical working of the project to help plan What are we going to do about it?!, so they are not likely to be the least important. The sponsor may have the least knowledge of what will work to solve the problems. Sponsors need to be involved in the project and help identify risks. They may even approve the response plans created by others, but they would not generally be major contributors to response plans.

25. Answer C -

Explanation: The risk is the loss of data due to a power outage. Purchasing insurance is not related to preventing the problem. It transfers the risk. Creating a reserve fund is acceptance of the risk, and would help address the cost factors after the power failure, but would not reduce the probability or impact of it. Avoiding the hurricane by scheduling the installation at a different time reduces the power outage risk, but could have a large negative impact on the project schedule and so is not the best choice. The better choice of the options is to monitor the weather and know when to implement the contingency plan.

26. Answer B

Explanation: A workaround is an unplanned response to an event that is occurring. This risk discussed in the question has been identified, but it is not occurring at this time, so there is no need to take the action of creating a workaround. You need to analyze the problem before talking to the sponsor. You cannot mitigate the risk until you qualify it. Qualifying the risk will help you determine how to proceed.

27. Answer A

Explanation: This project has deviated so far from the baseline that updated risk identification and risk analysis should be performed.

28. Answer B

Explanation: When new risks are identified, they should go through the risk management process. You need to determine the probability and impact of the risks and then try to diminish them through the Plan Risk Responses process. Only after these efforts should you consider adding reserves for time and/or cost. Any reserves should be based on a detailed analysis of risk. Calculating the expected monetary value of the risks is an important part of the risk management process, and the best choice presented here.

29. Answer D

Explanation: First, you want to determine what the risk entails and the impact to the project, then determine what actions you will take regarding the risk.

30. Answer A

Explanation: Following the right process is part of professional and social responsibility. Because an unidentified problem or risk occurred, it is important to reevaluate the Identify Risks process as well as to look for unexpected effects of the problem. However, they are not your first choices. You might need to inform management, but this is reactive, not proactive, and not the first thing you should do. Since this is a problem that has occurred, rather than a problem that has just been identified, the first thing you must do is address the risk by creating a workaround.

31. Answer B

Explanation: The Delphi technique uses experts and builds consensus; therefore, expert opinion is the chief characteristic.

32. Answer B

Explanation: The wording of this question can be confusing. Scope validation involves meeting with the customer to gain formal acceptance, so that cannot be the best choice. Reserve is mentioned in the situation, but the use of reserves is not the primary concern. The project manager is working to make a positive impact on the project more likely to occur. Therefore, he is working with an opportunity. This may include analyzing the appropriateness

of using management reserves to cover the cost of the opportunity.

33. Answer A

Explanation: A Monte Carlo analysis could indicate that an estimate for an activity needs to change, but not what the activity estimate should be. Monte Carlo is a simulation, but it does not specifically address quality. It does not deal directly with staff or resource needs either. Project risk can be assessed using Monte Carlo analysis. By considering the inputs to the weighted estimates and the network diagram, you can obtain a better overview of the overall project risk.

34. Answer A

Explanation: This question essentially asks, What is an output of Perform Qualitative Risk Analysis? The probability of achieving time and cost objectives is determined during the Perform Quantitative Risk Analysis process. Risk triggers and contingency reserves are parts of the Plan Risk Responses process. A prioritized list of risks is an output of Perform Qualitative Risk Analysis.

35. Answer A

Explanation: Did you realize this question describes secondary risks? Identifying secondary risks is an important part of completing the Plan Risk Responses process. With that in mind, the best thing to do is to document the newly identified risks and continue the Plan Risk Responses process.

36. Answer C

Explanation: A watch list is made up of low-priority risks that, in the Perform Qualitative Risk Analysis process, were determined to be of too low priority or low impact to move further in the risk management process.

37. Answer B

Explanation: Stakeholders should be included in the Identify Risks process. Some triggers may be identified in the Identify Risks process, but they are generally identified and added to the risk register in the Plan Risk Responses process. Workarounds are created as unidentified risk events occur. The project managers error was not including others in the Plan Risk Responses process. Plan Risk Responses must include the involvement of all risk owners and possibly other stakeholders.

38. Answer A

Explanation: Risk is so important that it must be discussed at all team meetings.

第 12 章 项目采购管理

1. Answer C

Explanation: Once signed, a contract is binding. Generally, the inability to perform or get financing, or one party's belief that the contract is null and void does not change the fact that the contract is binding. If, however, both sides agree to terminate the contract, the contract can move into the Close Procurements process.

2. Answer C

Explanation: If the seller completes the work specified in the procurement statement of work, the contract is considered complete. That does not mean the same thing as the procurement being closed. The Close Procurements process must still occur. However, in this situation, the contract work is completed.

3. Answer A

Explanation: Often the seller is required to inform the buyer of anything that is missing or unclear in the procurement documents. It is in the buyers best interest to discover missing items, since it will save the buyer money and trouble to correct the problem early. Procurement documents must contain terms and conditions and selection criteria, as well as documentation of all the work that is to be done (which includes the procurement statement of work). This is so the seller can price the project and know what is most important to the buyer. Well-designed procurement documents can simplify comparison of responses. This is an important point and is the best answer.

4. Answer C

Explanation: Incentives are meant to bring the objectives of the seller in line with those of the buyer, so both are progressing toward the same objective.

5. Answer C

Explanation: There are always good ideas (changes) that can add benefit to the project, regardless of the contract type. Although detailed specifications may reduce the need for changes, they do not eliminate the causes. Contracts should include procedures to accommodate changes.

6. Answer A

Explanation: Halting all payments would be a breach of contract on the buyers part. Voiding the contract and beginning legal action is too severe and cannot be done unilaterally. Changing the contract to require more frequent audits does not solve the problem presented. A choice that said, "Halt payments on the disputed amount" would probably be the best answer, but it is not offered. The best choice available is to continue to make the payments.

7. Answer B

Explanation: As a project manager, you want to develop a good relationship during negotiations that will last throughout the project. Negotiations are not about getting the most from the other side (win-lose), as such actions will not create a good relationship. That doesn't mean the buyer sacrifices doing what is best for the organization.

8. Answer D

Explanation: The seller can try to negotiate change or simply continue the original contract and refuse requests to complete additional work, but the seller cannot unilaterally decide to start over with a new contract. Both parties have to agree to this option through negotiations.

9. Answer C

Explanation: Many people miss the fact that a contract includes a procurement statement of work. To have a contract, you must also have acceptance. One set of signatures is not enough; you must have sign-off (i.e., acceptance) from both parties, not just from the buyer. The address of the seller is not required, and therefore is the exception.

10. Answer C

Explanation: The project manager knows the project risks. He or she needs to make sure provisions are included in the contract to address these risks.

11. Answer A

Explanation: Answering sellers' questions, advertising, and proposal evaluation occur during the Conduct Procurements process. Make-or-buy decisions are made earlier, in the Plan Procurement Management process.

12. Answer D

Explanation: Risk analysis is done before the Conduct Procurements process begins, as procurement is a risk mitigation and transference tool. Selecting a contract type is part of Plan Procurement Management. Market research is also performed in the Plan Procurement Management process, to enable selection of the appropriate sellers for the needs of the project. During the Conduct Procurements process, the project manager answers questions submitted by prospective sellers.

13. Answer B

Explanation: Cutting scope decreases profits on this type of contract, so that would not be a way for the seller to generate extra profits. CPFF contracts generally do not limit fee increases, and the fee in a CPFF contract is usually paid out on a continuous basis during the life of the project. One of the ways to change the profit in a cost plus fixed fee contract is to invoice for items not chargeable to the project. Therefore, all invoiced costs should be audited.

14. Answer A

Explanation: The fee or profit is known to the seller, but this question is asked from the buyers perspective. The buyer does not know what profit the seller included in the contract.

15. Answer B

Explanation: Although a reserve might be decreased for the project overall when one of its procurements enters closure, the risk rating of the project is generally not affected. Evaluation of the fee should have been done during the Conduct Procurements process. Making sure the seller does not add resources may be a concern during the Control Procurements process, but it is not common during Close Procurements. Auditing the sellers cost submittals is a required aspect of the Close Procurements process.

16. Answer A

Explanation: If you had trouble with this one, you need to remember that the questions are asked from the buyers perspective unless otherwise noted. The seller has the most cost risk in a fixed-price contract, and the buyers risk is lower.

17. Answer D

Explanation: To answer this question, you need to know what a records management system is and that it would not be used to keep track of negotiations. The negotiation process is not a document. The proposal, procurement statement of work, and the contract terms and conditions are all records that need to be documented and indexed.

18. Answer C

Explanation: Putting a time limit on the negotiation is an example of a deadline negotiation strategy.

19. Answer A

Explanation: Centralized contracting usually means it is more difficult to get access to the procurement manager, and the procurement manager has less loyalty to the project. The fact that the procurement manager has no home when he or she is not working on a project is a disadvantage of decentralized contracting. Increased expertise of the procurement manager is an advantage of centralized contracting.

20. Answer A

Explanation: In a fixed-price contract, the seller has the cost risk and therefore wants to completely understand the procurement statement of work before bidding.

21. Answer C

Explanation: If you follow the proper project management process, you ALWAYS have good definition of scope (in this case, the procurement statement of work). In this situation, both good scope definition and incentives are required. Along with good scope definition, you need the seller to share your need for speed. Incentives bring the sellers objectives in line with the buyers and thus would be the MOST helpful. Good scope definition alone does not ensure speed.

22. Answer D

Explanation: Negotiation occurs during the Conduct Procurements process as part of the effort to create a contract or agreement that is approved by both the buyer and the seller. Negotiation also occurs in the Close Procurements process to settle any outstanding disputes.

23. Answer D

Explanation: Selected sellers are an output of the Conduct Procurements process.

24. Answer B

Explanation: The procurement documents are created during the Plan Procurement Management process. The request for proposal is one of those documents, so the project manager is in the Plan Procurement Management process.

25. Answer D

Explanation: Of the options given, the only contract that limits fees for large projects with limited scope definition is cost plus fixed fee.

26. Answer C

Explanation: Party B is only required to deliver what is defined in the contract.

27. Answer B

Explanation: Although you have used this contractor before, how can you be sure the company is qualified to do the new work, since it is not exactly like the previous work? This is the risk you are taking.

28. Answer A

Explanation: It is generally better to do the work yourself if using an outside company means you have to turn over proprietary data to the other company.

29. Answer C

Explanation: The project manager should attend the bidder conference, although the procurement manager may lead it. Did you select negotiating scope? Sellers may ask questions about scope during the conference, but negotiations occur after the seller is selected. Allowing ample opportunity for all of the prospective sellers to ask questions is one of the many challenges of a bidder conference. They may not want to ask questions while their competitors are in the room.

30. Answer C

Explanation: When a seller does not perform according to the contract terms and conditions, they have defaulted and the project manager must take action. You might prefer a choice to investigate the default by contacting the seller and asking what is going on, but that choice is not available here. You must send the formal written notice as soon as you become aware of the default so that you do not give up any right to receive the work plan in the future. You can contact the seller for a discussion as the second thing you do. Therefore, the best choice is to let the seller know they are in default. The default notification letter will instruct the seller

to meet the performance requirement.

31. Answer A

Explanation: The customer may be involved in lessons learned and procurement audits, and would certainly be involved in formal acceptance. Both Close Procurements and Close Project or Phase involve the return of property. Close Procurements is done once for each procurement, at the end of the contract. All procurements are closed before the project is closed.

32. Answer D

Explanation: If the contract is terminated, the procurement needs to enter closure. The results of the procurement and its documentation are archived as historical records in the Close Procurements process.

33. Answer C

Explanation: The source selection criteria is the primary tool for evaluating potential sellers and should be used by the team in order to make a selection.

34. Answer D

Explanation: The change would not impact the organizations overall project management practices, only procurement. Loyalty to the project would be gained, not lost, in a decentralized environment, as the procurement manager is part of the project team. In a decentralized procurement environment, there is less focus on maintaining the skill or expertise of the contracting function, and access to other procurement professionals with comparable expertise would be reduced.

35. Answer C

Explanation: This question is written from the perspective of the seller. The contract could be wrong, or the customer could be wrong, but this should have been discovered earlier if proper project management was followed. A seller cannot issue a change order (although they could request one). Did you select calling a meeting of the team? If so, remember that project management is not about making every decision with ALL the team members. The best choice involves reviewing the requirements documentation and meeting with the appropriate team member. If such a problem has arisen, it could mean something was wrong in the WBS dictionary or in how the team member completed the work.

36. Answer A

Explanation: If you got this question wrong, reread it. You need to audit invoices in all contract types, so how do you choose? Look for the answer that is BEST. In this case, it would be the choice that requires the greatest effort.

A T&M contract should be used for low dollar and short duration contracts (remember that a T&M contract has no incentive to finish), so it does not have a high level of risk. FP and FPIF contracts cannot be best, because the risk to the buyer is limited. The buyer is still only going to pay the contracted price. In a CPFF contract, the buyer pays all costs. The seller could be charging the buyer for costs that should not be allocated to the buyer. Because of the size and dollar amount of this type of contract, and because the risk to the buyer is great, a CPFF contract requires the most auditing. In this case, you would not want to use a CPFF contract.

37. Answer D

Explanation: When the seller has more expertise than the buyer, the procurement statement of work should describe performance or function rather than a complete list of work. In any

case, the procurement statement of work should be as detailed as possible.

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1. Answer C

Explanation: There are many issues that will be different in this project than those the project manager has experience with. It is unethical to overtly or indirectly mislead the sponsor about his qualifications. On the other hand, the project manager may have so many skills that would benefit the project that his lack of experience with global teams might not be a major problem. The project manager must make sure the sponsor is aware of the gaps in his qualifications, so the sponsor has the correct information on which to base his decision.

2. Answer A

Explanation: Although things may be gloomy, this is not a new development, since the report was based on old data. It is unethical for the project manager not to admit his mistake, or to blame someone else for his error. The ethical thing to do is to acknowledge and take responsibility for the error.

3. Answer A

Explanation: It is the responsibility of the project manager to report unethical behavior to management and those affected. Not reporting this knowledge to the appropriate people is unethical.

4. Answer A

Explanation: Putting the payment in an escrow account or burying the cost hides it. Ignoring the payment is not an option. Project managers must deal with potentially unethical situations like the situation described. This payment must be brought to the attention of the project managers manager.

5. Answer A

Explanation: Ask yourself, what is the root problem? Your first action would be to find out whether working with family members is a common practice in that country, as there is nothing inherently illegal in this activity. Then, you would review qualifications. You may find it is not necessary to ask the project leader to provide additional names, or to consider using a different project leader.

6. Answer D

Explanation: Not mentioning the issue to the team member is withdrawal. Notifying your boss or the team members boss would not be appropriate until you learn the root cause of the problem. Always look for the choice that deals with and solves the problem. In this case, the best course of action is to address your concern with the team member directly.

7. Answer A

Explanation: Allowing the team member to deliver the inaccurate report is penalizing and embarrassing her. The only choice that does not involve decreasing the team members morale or wasting the time of the other attendees is to cancel the meeting, and reschedule when you and the team member have identified and addressed the root cause of the problem with the report.

8. Answer A

Explanation: We assume that proper project management was followed and your opinion

was considered during project initiating. Therefore, you need to provide the work as approved by management.

9. Answer C

Explanation: This is a legitimate fee for special accommodations. It is therefore not a bribe.

10. Answer D

Explanation: Postponing the negotiations is the most ethical choice and demonstrates good faith. Why spend time in negotiations if it may be wasted time?

11. Answer B

Explanation: It is not possible to turn the project back to the previous project manager, as the previous project manager may have left the company, or he may be busy with new projects. That is a form of withdrawal. Moving ahead without addressing the situation also withdraws from the problem, and withdrawal is not the best choice. There are two problems described here; the project is behind schedule, and the sponsor does not know it. There seem to be two possible right answers: restructuring the schedule, and reporting the situation to the sponsor. You should work to get the project on schedule. However, looking only at restructuring the schedule excludes other possibilities, such as cutting scope, which might more effectively deal with the schedule problem. You do not know if the project completion date is critical. What if the sponsor would agree to change the due date? The best choice in this situation is to inform the sponsor of the revised completion time estimate, and discuss options.

12. Answer B

Explanation: Professional and social responsibility includes looking after the customers best interests. Therefore, ignoring the newly available upgrade cannot be best. In this case, the schedule and scope are already approved and all changes must go through the integrated change control process. Therefore, implementing the change on any of the sites without following the process is not acceptable. The best option is to inform the customer of the available upgrade and the impacts to the projects timeline and functionality if the upgrade is implemented.

13. Answer D

Explanation: You should confront the situation by discussing it with the other project manager. You can then find out if the other project is really on schedule and thereby confirm or deny your information. Meeting with the program manager or with your boss would be the next step if meeting with the other project manager validates your concern. You might also develop a risk response plan to deal with the risk to your project. First, though, you need to meet with the other project manager regarding those late deliverables.

14. Answer C

Explanation: This is a common problem on projects. If your estimates are accurate, you are ethically bound to stand by them. Managements only option to cut cost is to support the project manager in looking for alternatives related to all project constraints.

15. Answer B

Explanation: Attempting to keep the required people on your project puts your interests over those of your company, so it cannot be the best choice. There is no indication that the labor dispute has caused any problems, so there is no need to cancel this work or to cease doing business with the company. The best choice would be to inform others in your company

about the labor dispute.

16. Answer B

Explanation: The project manager is neither empowered nor competent to determine the legality of company procedures. The other choices all represent responsibilities of the project manager.

17. Answer D

Explanation: Describing the costs on past projects incurred due to project management processes not being used addresses the real problem by giving the client information they may not have. An alternate choice is to explain that project management and its associated costs are reasons for the company's past performance and success. Project management activities are not optional.

18. Answer D

Explanation: The sooner such discoveries are made known to other project managers, the better you can improve the capabilities of colleagues in your company. It is part of a project managers professional and social responsibility to build such capabilities. After you've updated the other project managers, you can then document the discoveries in the project lessons learned and the status report, especially if that report has a wider distribution.

19. Answer A

Explanation: Educating the team on the importance of milestones is not addressing the real problem. Changing the milestone date is unethical. Avoiding mention of the due date in the status report violates the rule to report honestly. Only developing and reporting options to meet the milestone date solves the problem.

20. Answer D

Explanation: Changing the quality standards or stating that the concrete 'meets our quality needs' would be unethical. Ensuring that the remaining concrete meets the existing quality standards withdraws from the problem and is therefore not the best solution. The only possible choice is to report the lesser quality level. That choice would involve quality and other experts to find a resolution.

21. Answer C

Explanation: Since this is an issue involving everyone, everyone should be involved in the solution. Spending extra time with the team on creating the WBS is generally a good idea, but it does not specifically address cultural issues. The best choice is to ask one person at each team meeting to describe something unique about their culture. This will lead to better understanding among people of different cultures, and help to avoid potential culture-related problems.

22. Answer A

Explanation: There is always a way to decrease costs on the project. The best choice is to attempt to find a way to decrease the cost.

23. Answer B

Explanation: Ignoring the request from PMI and lying for the project manager do not support PMI's request for information and are unethical actions. PMI's Code of Ethics and Professional Conduct requires PMP-certified project managers to report unethical behavior and violations of the code. The PMP-certified project manager is obligated to cooperate with PMI in collecting information.

24. Answer C

Explanation: Issuing the deliverable as it is does not protect the best interests of the customer. Simply noting the issue in lessons learned does not solve the problem. Informing the customer that the deliverable will be late will cause a default of contract. Although the deliverable meets the contractual requirements, it is best to bring the problem to the customer's attention so an option that does no harm can be found.

25. Answer A

Explanation: Working under these rules would be a clear violation of the fundamental right to non-discriminating treatment. You should recommend that your company not open the plant in that location.

26. Answer B

Explanation: Insisting that the team members participate is forcing them to do something that is unacceptable in their culture. Requesting their removal from the project penalizes the team members for expressing their cultural preferences, which is not a valid reason to remove them. Excluding them from all future team building does not show respect for their culture, and would have a negative impact on the project. Excusing them from playing, and discussing alternative activities for the whole team with which they would be more comfortable is best because it demonstrates respect for cultural differences.

27. Answer D

Explanation: The project manager's responsibility is to provide truthful project information. He or she should thereafter discuss the impacts of their actions with the team members. If that does not work, the next step is to report the team members' behavior to their functional managers. In the meantime, the project manager must report the status as accurately as possible.