1. A project is within budget but behind schedule. There has been pressure from the vice president (VP) of customer experience to finish the product in two months as publicly announced. The VP asks the project manager to shorten the testing phase of the product to meet the published product release date. What should the project manager do next?

1. Create a project forecasting report showing the new product release date, which might change the VP's mind.
2. Analyze where and how reductions can be made to meet the VP's request.
3. Inform the testing team that the timeframe has been reduced and must be met
4. Analyze possible options to reduce the testing time to comply with the VP's request
5. 一个项目符合预算，但落后于进度。因为之前已公布将在两个月内完成该产品，客户体验副总裁(VP)为 项目施加压力。副总裁要求项目经理缩短产品的测试阶段，以满足已公布的产品发布日期。项目经理下一 步该怎么做?
   1. 创建一个显示新产品发布日期的项目预测报告，这可能会改变副总裁的想法 B．分析可以进行减少哪些以及如何减少以满足副总裁的要求。

C．通知测试团队，已经缩短时间范围并且必须得到满足。D．分析缩短测试时间的可能方案，以符合副总裁的要求。

1. A project manager is following the risk management plan for a $200.000 project .one of the risks proposed in the plan has made realized. And The project manager implements the plan as outlined, however, they are concerned that some outcomes have not been considered. What should a project manager do?
   1. escalate the issue to the stakeholders for a decision
   2. use expert judgment to obtain other perspectives
   3. Employ brainstorming techniques to choose a solution
   4. Perform a sensitivity analysis to understand the outcome of the risk response
2. 项目经理正在遵循一个价值 200,000 美元项目的风险管理计划，该计划中提出的其中一个风险已经实现，项目经理按照所述内容实施了该计划，但是，他们担心尚未考虑到某些结果。项目经理应该怎么做? A．该问题升级上报给相关方以做出决定。
3. 使用专家判断来获得其他观点。
4. 应用头脑风暴技术来选择解决方案。
5. 执行敏感性分析以了解风险应对的结果。
6. Advances in technology create an organizational need to improve a product line's specifications to stay ahead of competitors. However, the budget for this financial year is already under significant strain, leaving very little funding available for new project. What should the project manager do？
   1. Wait for the new financial year to make any changes in product advancement
   2. Perform a cost-benefit analysis of the business case to illustrate the benefits of implementing the project
   3. Calculate the ROI to decided it makes sense to proceed with the project
   4. Calculate the expected monetary value(EMV) to make the necessary recommendations to the organization
7. 技术进步创造了一项组织需求，需要改善一个产品线的规范，从而保持领先于竞争对手，但是，本财政 年度的预算已经处于巨大压力之下，新项目的可用资金很少，项目经理应该怎么做？
   1. 等到新的财政年度再对产品改进做出任何变更。
   2. 对商业论证执行成本效益分析，以说明实施项目的好处。C．计算 ROI 以确定继续执行项目是否有意义。

D．计算预期货币价值（EMV）以向组织提出必要的建议。

1. During testing, a team member escalates a quality defect to the project manager. While brainstorming with the team, the project manager realizes there is more than one cause of the problem. Which should the project manager use to identify the primary cause?
   1. Scatter diagram
   2. Statistical sampling
   3. ishikawa diagram
   4. qualitative risk analysis
2. 在测试期间，一位团队成员将某个质量缺陷升级上报给项目经理，在与团队进行头脑风暴时，项目经理 得知问题的原因不止一个，项目经理应该使用哪一项来识别主要原因?
   1. 散点图B．统计抽样C．石川图

D．定性风险分析

1. During project execution, the client renegotiates pricing due to a downward industry trend and falling prices for their product, this results in a decrease in the project's budget. The project manager determines that business processes followed in similar projects must be dramatically improved for the success of this one. What should the project manager do to identify areas for improvement?
   1. Examine the risk report
   2. Review the lessons learned
   3. Use the lean six sigma method
   4. Perform a cost-benefit analysis
2. 在项目执行期间，由于行业趋势下行和产品价格下降，客户重新协商定价，这导致项目预算减少，项目 经理确定必须大大改造类似项目中遵循的业务流程才能使项目取得成功。项目经理应该做些什么来确定改 进的方面?
   1. 检查风险报告B．审查经验教训

C．使用精益六西格玛方法D．执行成本效益分析

1. A project is behind schedule for reasons beyond the project manager’s control.An influential senior manager, who rarely participates in project update meetings, complains about the delay. What should the project manager do?
   1. Manage communications and issue a change request.
   2. Update the stakeholder register and risk log.
   3. Control communications and update project documents.
   4. Update the issue log and control stakeholder engagement.
2. 由于超出项目经理控制的原因，项目落后于进度，一名有影响力但很少参加项目更新会议的高级经理抱怨项目延期。项目经理应该怎么做?
   1. 管理沟通并签发变更请求。
   2. 更新相关方登记册和风险日志。C．控制沟通并更新项目文件。

D．更新问题日志并控制相关方的参与程度。

1. A project manager is having problems closing a project because the stakeholders did not accept the majority of the deliverables described in the project charter. What should the project manager have done to prevent this?
   1. update the project charter
   2. Submit a change request
   3. Update the scope management plan
   4. Validate the scope
2. 项目经理在收尾一个项目时遇到问题，因为相关方不接受项目章程中描述的大部分可交付成果，项目经理事先应该做什么？
   1. 更新项目章程。B．提交变更请求。

C．更新范围管理计划。D．确认范围。

1. An IT team sent out information on how to access a new tool adopted for project communications, Now, some stakeholders are asking questions that lead the project manager to believe they are not leveraging the new tool. What should the project manager do?
   1. Abandon the new tool and revert to previous methods for communicating updates
   2. Resend the information on how to access the new tool
   3. Discuss these concerns with stakeholders and offer to provide training on the new tool
   4. Meet with the IT team to obtain ideas on how to enforce the use of the new tool
2. IT 团队之前发送了有关如何访问项目沟通所采用的新工具的信息，现在，一些相关方提出一些问题， 让项目经理认为他们没有利用新工具。项目经理应该怎么做?
   1. 放弃新工具并恢复以前用于沟通更新的方法。B．重新发送有关如何访问新工具的信息。

C．与相关方讨论这些问题，并提供新工具的相关培训。

D．与 IT 团队开会，获得有关如何强制使用新工具的想法。

1. A project manager discovers that there is no information on what department resources are required. what document should be updated with this information?
   1. Project charter
   2. Organizational chart
   3. Project management plan
   4. Risk management plan
2. 项目经理发现没有关于需要哪些部门资源的信息，应该在哪一份文件中更新该信息? A．项目章程

B．组织结构图C．项目管理计划D．风险管理计划

1. Midway through a project, the project team realized that they underestimated the effort for delivering one part of the product. As a result, the project will be delayed by two months. What should the project manager do next?
2. Communicate the delay to the project sponsor and ask for approval of the new delivery date.
3. Modify the stakeholder engagement plan to reflect the change and request stakeholder approval.
4. Inform the stakeholders and manage their expectations.
5. Modify the risk management plan to reflect the change and request stakeholder approval. 10．在一个项目中途，项目团队意识到他们低估了交付一部分产品的工作，结果，该项目将推迟两个月。 项目经理下一步应该怎么做?

A．与项目发起人沟通该推迟情况，并请求批准新的交付日期。B．修改相关方参与计划以反映该变更，并请求相关方的批准。C．通知相关方并管理他们的期望。

D．修改风险管理计划以反映该变更，并请求相关方的批准。

1. During the manufacturing phase of a project, an error is detected in the engineering drawings, The error results in significant rework and cost overruns. The project manager performed a root cause analysis and discovers that the drawings was not checked according to the procedures. What should the project manager do to ensure that this does not happen in future projects?
2. Identify and confront the resource responsible for the mistake.
3. Capture the findings in the lessons learned repository.
4. Update the quality management plan.
5. Inform all other project managers.
6. 在项目的制造阶段，在工程图纸中发现一个错误，该错误导致重大的返工和成本超支，项目经理执行 根本原因分析，并发现未根据程序检查图纸。项目经理应该做些什么来确保在未来的项目中不会发生这种 情况？

A．识别并面对导致错误的人员。B．收集经验教训储存库中的结果。C．更新质量管理计划。

D．通知所有其他项目经理。

1. A geographically dispersed team successfully completed a project, The project manager wants quickly obtain the teams feedback for statistical analysis. Which method should the project manager use?
2. Video conference
3. Focus group
4. Questionnaires
5. email
6. 一个地理位置分散的团队成功完成了一个项目，项目经理希望快速获得团队的统计分析反馈，项目经 理应该使用下列哪种方法?
7. 视频会议。
8. 焦点小组会议。C．调查问卷。 D．电子邮件。
9. A project manager learns that a learn member changed a customer requirement to provide higher value and that work to implement this change has already started. What should the project manager do?
10. Escalate the issue to the project sponsor
11. Direct the team member to immediately revise their work to meet the customer's original requirement
12. Instruct the team member to stop working on the change until receipt of change control board(CCB)approval
13. Approve the change and document it in the change log
14. 项目经理了解到，一名团队成员变更客户需求以提供更高价值，而且实施这一变更的工作已经开始， 项目经理应该怎么做?
15. 将该问题上报给项目发起人。
16. 指示该团队成员立即修改工作，满足客户的原始需要。
17. 指示该团队成员停止对变更的工作，直到收到变更控制委员会（CCB）的批准。 D．批准该变更，并将其记录在变更日志中。
18. A project manager reviewing the issue log, noticed that the activities assigned to certain team are significant behind schedule. What should the project manager do?
19. Review the activities with relevant team members to identify strategies for resolution
20. Escalate the issue to the project sponsor for resolution