变更管理

1. You are halfway through a major network rollout. There are 300 locations in the United States, with another 20 in England. A software seller has just released a major software upgrade for some of the equipment being installed. The upgrade would provide the customer with functionality they requested that was not available at the time the project began. What is the BEST course of action under these circumstances?
A. Continue as planned, your customer has not requested a change.
B. Inform the customer of the upgrade and the impacts to the project's timeline and functionality if the upgrade is implemented.
C. Implement the change and adjust the schedule as necessary because this supports the customer's original request.
D. Implement the change to the remaining sites and continue with the schedule.

在中间你部署一个主要的网络。在美国有 300 个地点，另外 20 个在英国。一个软件提供商刚刚为一些已经安装的设备发布了一个重要的升级软件。此次的升级将提供给客户在项目刚开始不可能提供给客户的，但是是客户所要求的功能。在这种情况下，**最好**应该采取哪些活动？
A. 继续做计划，你的客户没有要求变更
B. 通知客户如果升级被实施，将给项目进度基线和功能带来的影响
C. 实施变更，调整必要的进度，因为支持了客户的原始要求
D. 在剩下的地点实施变更，并继续按照进度计划执行

2. You have always been asked by your management to cut your project estimate by 10 percent after you have given it to them. The scope of your new project is unclear and there are over 30 stakeholders. Management expects a 25 percent reduction in downtime as a result of the project. Which of the following is the BEST course of action in this situation?
A. Replan to achieve a 35 percent improvement in downtime.
B. Reduce the estimates and note the changes in the risk response plan.
C. Provide an accurate estimate of the actual costs and be able to support your estimate.
D. Meet with the team to identify where you can find 10 percent savings.

你总被你的管理层要求砍掉 10％的项目估算。你的新项目范围是不清楚的，有 30 多个干系人。管理层期望项目的结果能降低 25％的停工率。下列哪个是这种情形下最好的行动？
A．重新规划实现 35％的停工率
B．减少估算，并记录这个变更在规划风险应对
C．根据实际成本提供个正确的估算，并有能力支持
D．会见团队，找出来哪儿可以砍掉 10％资金

3. You are the project manager for a large project under contract with the government. The contract for this two-year, multi-million dollar project was

signed six months ago. You were not involved in contract negotiations or setting up procedures for managing changes, but now you are swamped with changes from the customer and from people inside your organization. Who is normally responsible for formally reviewing major changes to the project/contract?

A. The change control board
B. The contracting/legal department
C. The project manager
D. Senior management

你是一个大项目的项目经理，这个项目是和政府签订的合同。这个历时 2 年前，耗资数百万美元的项目签署在 6 个月前。你不参与合同谈判或者建立管理变更的流程，但是现在你淹没在来自客户和你组织内部人员的变更之中。通常是由谁来负责评审项目或合同的重大变更？

A. 变更控制委员会
B. 合同/法律部门
C. 项目经理
D. 高级管理层

4. The customer is repeatedly requesting changes. You discover the contract does not include procedures for implementing change. There are no available funds in the customer's budget to accommodate change. What should you do?

A. Ask your management to use money from the company's cost reserve.
B. Tell the customer there is no budget for changes in the project.
C. Discuss the situation with the customer to decide how to remedy this problem.
D. Make only those changes that do not impact cost.

客户反复要求变更。你发现合同里没有实施变更的流程。客户的预算里也没有可能的资金调节这个变更。你将做什么？

A. 请求的管理层使用公司的成本储备
B. 告诉客户在项目中没有变更预算
C. 和客户讨论这种情况以决定如何补救这个问题
D. 确认这些变更不会影响变更

5. Which of the following BEST describes the project manager's role regarding project changes?

A. Discover changes as early as possible.
B. Prevent changes that affect the project scope.
C. Prevent the addition of profit in sellers' changes.
D. Have the sponsor approve all changes.

下面哪一项最好的描述了关于项目变更项目经理的角色？

A. 尽可能早的发现变更
B. 阻止变更影响项目范围
C. 阻止在卖方的变更中获取额外的利益
D. 发起人批准所有变更

6. Many more changes were made to the project during the project executing

processes than had been expected. What is the BEST thing for the project manager to do now?

A. Wait until all changes are known, print out a new schedule, and revise the baseline.
B. Make changes as needed, but maintain a schedule baseline.
C. Make only the changes approved by management.
D. Talk to management before any changes are made.

在项目执行期间，做了许多比预期要多的变更。项目经理现在**最**应该做什么？

A. 等待所有的变更都成为已知，打印一份新的进度，并修订基线
B. 根据需要做变更，但是维护一个进度基线
C. 仅作通过管理层批准的变更
D. 在做任何变更之前都和管理层谈

7. A project manager has just been assigned to a project that has been in progress for two months when a team member requests more time on an activity he is working on. The project manager discovers that the only impact to the project will be a delay on a noncritical path activity. The customer has emphasized the importance of completing the project on schedule. What should the project manager do NEXT?

A. Submit the information to the change control board, determine if this event might impact the team member's future work, inform the team member of the board's decision
B. Ask the team member why they need more time, begin integrated change control, adjust the project schedule as needed
C. Look for impacts to quality, cut unneeded scope from the project, ask for more resources
D. See if any stakeholders object to the change, calculate the exact impact on the project, look at removing this resource from the project

你被任命一个已经历时 2 个月的项目上任项目经理,这是一位团队成员请求你给他的一项活动增加更多的时间。项目经理发现，这样做只会影响非关键路径上的活动。客户一直强调按时完工的重要性。此时项目经理应该怎么做？

A. 将问题汇报给变更控制委员会，让控制委员会确定是否会影响该成员后续的活动，然后将委员会的决定告诉给团队成员。
B. 询问团队成员需要增加时间的原因，然后开始整体变更控制，必要时调整项目进度
C. 评估对质量的影响，削减不必要的项目范围，请求更多的资源
D. 确定是否有干系人反对该项变更,评估变更对项目的具体影响,将此资源从项目中删除。

8. A software development project has been suffering through many major project changes. Because of this, the project manager has not been able to do much but complete change request forms. Which statement BEST describes the other activities the project manager should be doing?

A. Determine that changes have been made and whether the changes are beneficial. List all of them in the scope management plan.
B. Determine if a change is needed. Determine whether that change is beneficial,

notify stakeholders affected by the change.

C. List all changes in the project charter, notify stakeholders affected by changes and ensure the team signs off on all changes.

D. Determine that a change has occurred. Notify all stakeholders affected by the change, list all the changes in the scope management plan.

一个软件项目已经通过了许多主要的项目变更。因为这个，项目经理不能做更多的事情，除了完成变更请求表。下面哪一项**最好**的描述了项目经理要做的其他活动？

A. 确定变更已经做了和是否变更是有益的。把它们都列在范围管理计划中。

B. 确定变更是否被需要。确定变更是否是有益的，提醒干系人变更对其的影响。

C. 在项目章程中列出所有的变更，提醒干系人变更对其的影响，确信团队签署了所有的变更。

D. 确定变更已经发生了，提醒所有干系人变更对其的影响，在范围管理计划中列出所有的变更。

9. After a great deal of effort, the project team has finally determined the specifications for a major scope change to the project. In light of this, what should the project manager do FIRST?

A. Look for other changes.

B. Notify the stakeholders about the new scope.

C. Gain sign-off on this change.

D. Calculate the risks associated with this change.

经过一番努力，项目团队最终确定了项目中一个重要范围变更的说明。鉴于这种情况，项目经理**首先**应该做什么？

A. 寻找其他变更

B. 提醒干系人关于新的范围

C. 在这个变更上获得签字

D. 计算和这个变更相关的风险

10. The project manager on a large software installation project is working with her team on a critical set of activities. They are working late on Saturday night. Circumstances create the situation wherein the project manager must decide to change the schedule that will push the end date of the project out two weeks. What has MOST likely happened?

A. An emergency project change has taken place.

B. Scope creep has occurred.

C. A status change to the implementation has taken place.

D. Risk assessment failure has taken place.

大型软件安装项目的项目经理正和团队一起执行一系列关键任务。周六晚上，他们还在加班。发生了一些事情，最终项目经理必须决定改变进度计划，将项目竣工日期向后推迟两周。可能发生了什么事情？

A．项目发生了紧急变更。

B．发生了范围蔓延。

C．执行状态发生了变化。

D．风险评估失败。

11. A team member notifies you that she has added extra functionality to the project. She tells you there was no impact on the cost or schedule. What should be done as a result of this change?
A. Implement change control processes to track the change.
B. Understand what functionality was added.
C. Instruct the team member to remove the extra functionality.
D. Issue an approved change request.

一个团队成员通知你她已经为项目增加了额外的功能。她告诉你对成本和进度都没有影响。这次变更作为一个结果，你将做什么？
A． 实施控制变更控制流程，跟踪变更。
B． 理解增加的功能是什么
C． 指导团队成员删除这个额外的功能
D． 签署批准变更请求

12. During the course of your project, you notice that most of the changes occurring on the project come from the research department. What should you do?
A. Assign a team member to work solely with the research department.
B. Change your communications management plan, so only you are assigned to interact with the research department.
C. Ask the research department to assign one person to be your liaison.
D. Talk to the research department to understand the reasons for the changes.

在你的项目进行期间，你注意到发生在项目中的更多变更来自于研究部门。你应该做什么？
A． 分配一个团队成员单独与研究部门打交道。
B． 改变你的沟通计划，以便只有你负责与研究部门沟通。
C． 请研究部门派一个人作为你的联络人。
D． 与研究部门商谈，以便理解变更的原因。

13. All of following should be done by the project manager during the project monitoring and controlling process group EXCEPT:
A. Determine that a change has occurred.
B. Ensure that a change is beneficial.
C. Make sure all changes are approved by management.
D. Manage changes as they occur.

下面所有的都应该是项目经理在项目监控过程组中做的，**除了**：
A． 确定变更已经发生
B． 确信变更是有益的
C． 确信所有变更管理层已经批准了
D． 当变更发生时管理变更

14. Which of the following is the BEST method to control changes on the project?

A. Look for sources of changes.
B. Make the changes quickly when they occur.
C. Prevent changes from being made.
D. Direct all changes to the change control board.

控制项目变更，下面哪一项是**最好**的方法？
A. 寻找变更的来源
B. 当变更发生时，尽快的做变更
C. 阻止变更
D. 直接把变更送到变更控制委员会

15. The networking vendor has contacted the project manager to inform her that the recent earthquake will impact the delivery of critical components. The project team meets to determine the impact on the overall project and determines that staffing will not be affected, but that changes will need to be made in the areas of risk and cost management. It is too soon to tell if quality baselines will be affected by this schedule change. What is the project team involved in here?
A. Configuration management
B. Work authorization analysis
C. Status review meeting
D. Integrated change control

网络供应商已经联系到项目经理,并告诉项目经理最近的地震将影响关键组件的交付。项目团队开会以确定对整个项目的影响和确定成员编制不会受到影响,但是变更将需要在风险领域和成本管理中做。项目团队包含在哪？
A. 配置管理
B. 工作授权分析
C. 状态评审会议
D. 整合变更控制

16. While the project is being completed, management requests a change. What is the FIRST thing the project manager should do?
A. Comply with the request if possible.
B. Obtain an understanding of the scope of the change.
C. Tell the customer that a change will be coming.
D. Ask the team to accept the change.

在完成项目过程中,管理层提出一项变更。项目经理应该做的**第一件**事情是什么？
A. 如果可能，服从变更。
B. 对变更范围获得全面的了解。
C. 告诉客户，将要发生变更。
D. 要求团队接受变更。

17. During the creation of lessons learned for a project, the team determines that the project would have been better if they had a change control board. Which of the following is the BEST description of what a change control board helps the team to do?

A. Create change requests

B. Approve or reject changes

C. Create procedures

D. Formulate the change

在给项目创建经验教训的时候，团队觉得如果项目有一个变更控制委员会会更好。下面哪一项能**最好**的描述了变更控制委员会能帮助团队做什么？

A. 创建变更请求

B. 批准或拒绝变更

C. 创建流程

D. 阐述变更

18. The project is not going well and many changes are being made. Which of the following should you do FIRST to gain control of the project?

A. Review the project scope with the stakeholders.

B. Create a new change form.

C. Remind everyone of the change procedures.

D. Ask the sponsor to review the project charter.

项目进展不十分顺利，而且作了很多变更。为了控制项目，你应该首先采取下述哪项措施？

A. 和干系人评审项目范围

B. 创建新的变更形式

C. 提醒每一人关于变更的流程

D. 请求发起人评审项目章程

19. A stakeholder wants to make a change to the work breakdown structure that does NOT affect the time or cost of the project. What is the BEST thing to do?

A. Tell the stakeholder that this change cannot be made without revising the project management plan.

B. Make the change.

C. Meet with management.

D. Look for other impacts on the project.

一名干系人想做一个关于工作分解结构的变更，这个变更不影响项目的时间或成本。**最**应该做的事情是什么？

A. 告诉干系人这种情况不能在没有修订项目管理计划的情况下做变更。

B. 做变更

C. 会见管理层

D. 寻找对于项目的其他影响

20. The carpeting subcontractor has, without prior approval, installed carpet that is a slightly different pattern from the pattern selected for the project. The difference in cost per square yard saves the buyer approximately US $10,000. Upon learning of the change, the BEST course of action for the project manager is to:

A. Demand that the original carpeting be installed.

B. Meet with the customer to explain what happened and celebrate the $10,000

windfall.

C. Document the change in the change control plan.

D. Determine the overall impact on the project.

未经事先批准，地毯分包商安装了与项目预定的图案稍微不同的另外一个地毯。每平方码的成本差价可以带来大约 1 万美元的节省。在得知变更之后，项目经理可以采取的最好的行动方案是：

A. 要求安装预定的地毯。

B. 与客户见面，解释发生的情况并祝贺获得 l 万美元的节省。

C. 在变更控制计划内记录变更。

D. 确定对项目的整体影响

21. The primary customer of a project has requested an application change during user testing. As project manager, how should you BEST address this issue?

A. Develop a risk mitigation plan

B. Through a formal change request.

C. Inform the project sponsor of changes to scope, cost and schedule.

D. Ensure that scope change complies with all relevant contractual provisions.

在用户测试期间，项目的一位主要客户提出了应用的变更。作为项目经理，你最好应该如何解决这个问题？

A. 制定风险转移计划

B. 通过一个正式的变更请求

C. 通知项目发起人范围、成本和进度的变更

D. 确保范围变更符合所有的相关条款

22. A project manager has made a change to the project. What should she do NEXT?

A. Assign resources.

B. Revise the project management plan and/or project documents.

C. Evaluate impact.

D. Request change control board involvement.

项目经理给项目做了一个变更，她下一步应该做什么？

A. 分配资源

B. 修订项目管理计划和/或项目文档

C. 评估影响

D. 请求变更控制委员会参与

23. A project team member tells you that she went to her project manager with a good idea for a useful change to the project. Instead of giving her approval to make the change, the project manager asked her to write a report describing the benefits of the change. What is the MOST appropriate advice for the situation?

A. The project manager is being unreasonable and should do that kind of work herself.

B. Remind the project manager that the benefit cost analysis for the project was done during project planning.

C. A project manager must be able to weigh the benefits of the change versus the

costs and compare them to other possible changes. The team member should do what was asked.

D. The team member should do what was asked because this sort of information must be given to the project sponsor to make the change.

一位团队成员告诉你，她去了她的项目经理那里带来了对于项目变更有用的好主意。而不是给她的批准做出变更，项目经理让她写一份描述变更效益的报告。对于这种情况**最**合适的建议是什么？

A. 项目经理这样做是不合理的，这应该是她自己的工作

B. 提醒项目经理对于项目的成本效益分析应该在项目规划期间做

C. 项目经理必须能够权衡成本的变更带来的好处和其他可能发生的变更进行比较。团队成员应该做的是被问到什么。

D. 团队成员应该做的是被问到什么，因为这样的信息必须让项目发起人做变更

24. A project manager has finished the project. He knows that the project scope has been completed and is within cost and time objectives set by management. Management, however, says that the project is a failure, because the original schedule was for 27 weeks and the project was completed in 33 weeks. If the project baseline was 33 weeks, the project is a success because:

A. It only had six weeks of changes.

B. It was completed within the baseline.

C. There were so few changes.

D. There was good communication control.

项目经理已经完成了项目。他知道项目范围已经完成，并是在管理层设置的成本和时间目标内完成。然而，管理层说项目是失败的，因为原始的进度是 27 周和项目完成在 33 周内。如果项目基线是 33 周，项目是成功的，因为：

A. 它仅仅变更了 6 周

B. 它完成在基线内

C. 又很少的变更

D. 有好的沟通控制

25. Your project team is spending so much time reviewing potential changes to a project that you do not have time to complete project work. Which of the following is the LEAST likely reason for this problem?

A. No change control board

B. Not enough of an effort to identify the project stakeholders

C. A poor communications management plan

D. An unclear project charter

你的项目团队花费了很多时间评审项目上的潜在变更，以至于你没有时间完成项目工作。下面哪一项是**最不可能**造成这个问题的原因？

A. 没有变更控制委员会

B. 没有足够的工作量识别项目干系人

C. 一个很差的沟通管理计划

D. 不清晰的项目章程

26. During project executing, you find that the customer has requested a change to the scope of work even though it was previously not approved. There are no objections to the cost of the change. What should you do FIRST?
A. Follow the change control process
B. Discuss the change with the customer
C. Meet with the team and plan alternatives
D. Evaluate and document the risks that might result from this change

在项目执行期间,你发现客户要求的一个工作范围变更甚至是先前没有被批准的变更。没有成本的反对。**首先**,你应该做什么?
A. 遵循变更控制流程
B. 和客户讨论变更
C. 会见团队和寻找替代计划
D. 评估和记录来自这次变更的风险结果

27. A team member notifies the project manager after the fact that certain project deliverables have been attained without performing all the associated work packages in the WBS. What should the project manager do FIRST?
A. Immediately communicate the changes to all team members and stakeholders and have team members' performance reviewed.
B. Review work packages and deliverables to determine impact, if any. Recommend changes to the project management plan.
C. Change the project performance measurement baselines and the WBS.
D. Change the reporting process to get information sooner, then review the communications management plan to see if it is still appropriate to the needs of the project.

一名团队成员在得到事实后通知项目经理,某些项目的可交付成果没有执行 WBS 中的所有相关工作包。项目经理**首先**应该做什么?
A. 立刻和所有团队成员和干系人沟通变更,对团队成员进行绩效审查。
B. 评审工作包和交付成果以确定影响。建议变更项目管理计划。
C. 变更项目的绩效测量基线和 WBS.
D. 变更报告的流程以更快的得到信息,评审沟通管理计划看它对于项目需求是否仍然合适。

28. An activity needs more time because an identified risk has occurred. The project manager determines that there is enough reserve to accommodate the change. Who needs to approve the change?
A. Management
B. Project manager
C. Team member
D. Functional manager

因为一个已经识别的风险已经发生,所以一个活动需要更多的时间。项目经理确定有足够的储备以适应变更。谁需要批准这个变更?
A. 管理层

B. 项目经理
C. 团队成员
D. 职能经理

29. You have been assigned as the project manager for a construction project that has had two previous project managers, when you discover that a deliverable will be late. Your analysis shows that the item can be purchased from another seller at a higher price without affecting the schedule. What is the BEST thing to do?
A. Evaluate the impact of the decision.
B. Discuss the impact with the customer and ask for a decision.
C. Crash or fast track the project.
D. Change the project management plan to reflect the new due date.

当你发现可交付物将要延期的时候，你被任命为一个建筑项目的项目经理，在这之前这个项目曾经有 2 名项目经理。你的分析说明这个项目可以从另外的供应商处购买更高价格的，项目的进度不会受到影响。**最好**应该做的是什么？
A. 评估决定的影响
B. 和客户讨论影响，请求得到一个决定
C. 赶工或快速跟进项目
D. 变更项目管理计划以影响新的到期日期

30. You are in the middle of project executing and find that you are running out of money due to unanticipated changes. What is the BEST thing to do?
A. Crash or fast track the project.
B. Reevaluate the risk analysis and contingency funding.
C. Ask for a change to the project budget.
D. Use resources that do not charge against the project.

你在项目执行的中期，你发现由于没有预料到的变更发生使你用尽了钱。**最好**应该做的是什么？
A. 赶工或快速跟进项目
B. 重新评估风险分析和应急储备金
C. 请求项目预算的变更
D. 使用在项目中不收费的资源

31. One of the project objectives for your company was to acquire additional expertise completing a large scale design project. The project is mostly completed when your client terminates the contract. A change in their business means the work is no longer needed. What is the MOST effective thing to do?
A. Stop work immediately.
B. Complete the project, but do not charge the client for the time.
C. Tell the client that work will stop after it is completed.
D. Move on to the Close Project or Phase process.

你公司的一个项目的项目目标是获得更多的专业知识以完成一个大规模的设计项目。项目几乎被完成的时候，你的客户终止了项目。在他们的业务里这个变更

意味着工作不再需要。要做的**最有效**的事情是什么？
A. 立刻停止工作
B. 完成项目，但不收取客户相关时间上的费用
C. 告诉客户工作在完成之后将停止
D. 执行项目收尾

32. The project has been going well when one of the suppliers informs you that, as they warned you during project planning, they will deliver your equipment two days late. At the same time, you get a call from a team member informing you that the critical path activity she is working on will take longer to compete than planned. What is the BEST thing to do?
A. Use a contingency reserve for the first, and find out how much later the activity will be.
B. Ask for a change order for each.
C. Have both reviewed with the change control board.
D. Find out why the activity was late.

项目进展的很好，供应商之一通知你，在项目规划阶段他们警告过你，他们交付给你的设备将延迟 2 天。在同一时间，你接到了来自于你团队成员的一个电话，告诉你她所工作的一个关键路径的活动将比计划花费的时间要长。**最**应该做什么事情？
A. 首先要用应急储备金，并找出活动要推迟多久
B. 请求为每一个订单变更
C. 在 2 个变更控制委员会中进行评审
D. 找出为什么活动会延期

33. The project manager has noticed that there have been a lot of changes on the project. This has not been considered to be a problem until one day he discovers that he cannot determine how many scope changes are currently being reviewed. This problem would be an error in which of the following?
A. Change control system and project scope management plan
B. Plan purchases and acquisitions and requirements gathering
C. Lack of a change control board and constrained optimization
D. A poor change configuration system and benefit analysis

项目经理注意到在项目上有很多的变更。一直没有认为这是一个问题直到有一天他发现他不能确定有多少范围变更正在评审中。这个问题是下面那一项中的错误？
A. 变更控制系统和项目范围管理计划
B. 规划采购和收集需求
C. 缺乏变更控制委员会和约束的优化
D. 一个很差的变更配置系统和收益分析