风险管理

1. You have a US $100,000,000 project that has 34 team members in four different countries. At the completion of project planning, you have identified six risks, 225 work packages, 13 stakeholders and seven phases to the project life cycle. What part of this project management plan needs to be revisited?
A. The Identify Risks process
B. The staffing management plan
C. The network diagram
D. The communications management plan

你负责的项目预算为 100,000,000 美金，共计有 34 位团队成员分别来自 4 个不同的国家。项目规划完成以后，识别出 6 项风险、225 个工作包、13 位干系人和 7 个项目阶段。你还需要重新评估项目管理计划中的哪个部分？
A. 识别风险过程
B. 人员配备管理计划
C. 网络图
D. 沟通管理计划

2. You have assumed responsibility for a complex, business-critical project involving new technology and approaches. All of the project's stakeholders have emphasized to you that this is a high-risk effort, and that you are responsible for effectively identifying and addressing the project's risks. There are a number of risk management tools and approaches you have been encouraged to use, but there is no agreement from the stakeholders as to which is the superior approach. The organization sponsoring the project has recommended risk management methodologies and templates, but does not consistently or effectively use them. In addressing risk management planning for this project, what is the MOST important consideration you should keep in mind?
A. Ensure risks have been identified and mitigation strategies have been developed for the most important ones.
B. Complete at least a moderately thorough examination of available risk management tools and methodologies to select the best ones for the project.
C. Create a high quality risk management plan and risk response plan.
D. Tailor the level, type and visibility of risk management to match the risks associated with the project and the project's importance.

你负责一个复杂的、重要的商业项目，项目需要使用新技术和方法。所有的干系人强调，这个项目风险很高，需要你有效地识别出项目的风险。干系人给你推荐了很多风险管理方法，但对哪种才是最佳方法他们没有一致的看法。公司发起人也向你推荐了一些风险管理方法系和模板，但并没有有效地使用国它们。在制定项目风险计划时，你应该考虑的**最**重要的问题是什么？
A. 确保把所有的风险都识别出来，并为最重要的风险制定转移策略
B. 应该彻底地衡量一下可用的风险管理工具和技术，并为项目选择最佳方法
C. 制定高质量的风险管理计划和风险应对计划
D. 制定风险管理的层级、类型和可见性，使其适应与项目及项目重要性相关的

风险

3. A project manager completed the work package estimating process and then performed a Monte Carlo analysis to determine the amount of risk reserve needed on the project. Why is this incorrect?
A. The risks per work package have not been identified.
B. The critical path was not calculated.
C. The network diagram was not used.
D. The schedule was not developed.

项目经理完成工作包估算过程之后，开始进行蒙特卡罗分析来确定项目所需的风险储备数量。这样做错在哪里？
A. 每一个工作包的风险没有识别
B. 没有计算关键路径
C. 没有用网络图
D. 没有制定进度计划

4. If the team cannot identify a suitable response to an identified risk, which risk response strategy would they apply?
A. Avoidance
B. Mitigation
C. Acceptance
D. Transference

如果团队不能给一个已经识别的风险制定合适的应对，他们将应用哪一个应对策略？
A. 回避
B. 减轻
C. 接受
D. 转移

5. During which part of the risk management process would you complete a risk rating matrix?
A. Identify Risks
B. Perform Qualitative Risk Analysis
C. Monitor and Control Risks
D. Plan Risk Responses

在下面哪一个风险管理流程中你将完成一个风险级别矩阵？
A. 识别风险
B. 实施定性风险分析
C. 监控风险
D. 规划风险应对

6. When planning risk responses, the strategy of changing the project management plan to eliminate the risk is known as:
A. Avoidance.

B.   Transference.
C.   Mitigation.
D.   Acceptance.

当规划风险应对的时候，变更风险管理计划以消除风险的策略被叫做：

A.   回避
B.   转移
C.   减轻
D.   接受

7.   During the Plan Risk Management process of a major project, the project manager is informed that her key subject matter experts are currently spread around the globe. All experts are available via e-mail and planning must not be delayed. What is the BEST method for gathering information?

A.   Brainstorming
B.   Delphi technique
C.   Assumption analysis
D.   Cause and effect diagramming

在一个主要项目的风险规划流程中, 项目经理被告知她的主要的专家分布在全球。所有的专家都可以通过没有延期的电子邮件和规划。收集信息的**最**好的方法是什么？

A.   头脑风暴
B.   德尔菲技术
C.   假设分析
D.   因果图

8.   A project manager has just completed subjectively evaluating risks on the project. Which of the following is the MOST important output of this process?

A.   Decrease in the risk ranking for the project
B.   A determination of which risks to process further and which to simply document
C.   Probabilistic analysis of the project and identification of risk triggers
D.   Probability of achieving cost objectives

一名项目经理刚刚完成了项目上的主观风险评估。下面哪一项是这个流程的**最**重要的输出？

A.   对于项目降低风险排名
B.   确定哪些风险需要进一步处理和简化文档
C.   风险的概率分析和风险触发器的识别
D.   成本目标的概率达成

9.   There is a probability of 0.1 that a given risk will occur in a project. If it occurs, it will result in a loss of US \$10,000. The insurance cost for this event is US \$700, with a deductible amount of US \$250. Should a rational project manager buy this insurance?

A.   Yes, since \$1,000 > \$950.
B.   Yes, since \$1,000 > \$700.

C. No, since the deductible amount changes the expected monetary value of the risk event.

D. No, since $1,250 > $1,000.

一个风险发生在项目中的概率是 0.1。如果发生，它将导致$10,000 的损失。对于这个事件的保险费是$700，和$250 的折扣额。作为一名项目经理你要买这个保险吗？

A. 是的，因为$1,000 > $950.

B. 是的，因为$1,000 > $700

C. 不，因为折扣额改变了风险事件的预期货币价值

D. 不，因为$1,250 > $1,000

10. Based on historical data, the amount of overtime associated with the design effort of a project is estimated at 100 hours with 0.4 probability, 200 hours with 0.4 probability, and 300 hours with 0.2 probability. What is the expected monetary value of the amount of overtime?

A. 100 hours

B. 160 hours

C. 180 hours

D. 260 hours

基于历史数据，一个项目设计相关的加班总量被估算为 100 小时、0.4 的概率，200 小时、0.4 的概率，和 300 小时、0.2 的概率。加班时间的预期货币价值是多少？

A. 100 小时

B. 160 小时

C. 180 小时

D. 260 小时

11. During a voice conference, one team member suggests that a more experienced person be used on the project. Another talks about using a person with more training. Which of the following BEST describes what is being done?

A. Plan Risk Responses

B. Resource Leveling

C. Define Activities

D. Develop Project Team

在电话会议期间，一名团队成员建议一名更有经验的人能工作在项目中。另外一名团队成员谈论应该用一名受过更多培训的人。下面哪一项**最**好的描述了正在做什么？

A. 规划风险应对

B. 资源平衡

C. 定义活动

D. 项目团队建设

12. The risks identified for the project must be analyzed to be able to rely on them during the rest of the risk management process. It would be MOST important to

complete which of the following?

A. Trigger data analysis
B. Data quality assessment
C. A risk rating matrix
D. Analysis of trends in qualitative risk analysis

项目识别的风险必须被分析，用以在风险管理的其他流程中能够依赖它们。完成下面哪一项将是**最**重要的？

A. 触发数据分析
B. 数据质量评估
C. 风险级别矩阵
D. 在定性风险分析中分析趋势

13. A project manager has been instructed to use the project charter to help identify risks on the project. This does not make sense to him. If you were asked to explain the reason the project charter is used in this way, what is the BEST explanation?

A. The project charter describes the business needs of the project.
B. Reviewing what is said and not said in the project charter will help determine risks.
C. The project charter is issued by the sponsor.
D. Reviewing the project charter will help determine a description of the product of the project.

项目经理已经被指示用项目章程帮助识别项目风险。这对他来说没有意义。如果你被问到用项目章程的原因，**最**好的解释是什么？

A. 项目章程描述了项目的商业需求
B. 评审项目章程中说了的和没有说的将帮助确定风险
C. 项目章程通过发起人签署
D. 评审项目章程将帮助确定产品项目描述

14. Your project team has identified a major project risk. After talking to the project management office, they determine that a reserve on the project is not necessary. What is the NEXT step?

A. List the time or cost overrun expected on the project in your project management plan.
B. Develop risk transference strategies.
C. Create a risk response plan that includes the risk.
D. Ignore the risk until it happens.

项目团队识别出一项重大风险后随即报告给了项目管理办公室，项目管理办公室认为不需要给项目增加储备。**下一步**应该怎么做？

A. 在项目管理计划中罗列将要消耗的事件和成本
B. 制定风险转移战略
C. 制定包括这项已识别出的风险在内的风险应对规划
D. 忽略风险直到风险发生

15. One of the risks your team has discovered is a high probability that the equipment you are developing will not perform under the pressure it needs to in the workplace. In order to handle this risk, you have chosen to prototype the equipment. This is an example of risk:
A. Mitigation.
B. Avoidance.
C. Transference.
D. Acceptance.

你的团队发现了一个发生概率很高的风险，你开发的设备将不能执行在它所在的工作环境的压力之下。为了处理这个风险，你选择了原型设备。这是一个风险什么的例子：
A. 减轻
B. 回避
C. 转移
D. 接受

16. During the identification of risks on your project, you have determined that there is a very high probability of conflict among the team during project executing over one aspect of the final design of the project. Which of the following is an example of mitigating the impact of the risk to the project?
A. Obtain an insurance policy for the anticipated cost of the impact.
B. Provide the team with training on conflict resolution techniques.
C. Outsource that part of the project to another company.
D. Eliminate that part of the project.

在风险识别过程，你确定在项目执行阶段团队成员之间的冲突概率会很高，冲突的原因就是项目最后阶段的设计问题。以下哪项是可以减轻风险影响？
A. 为预期影响的成本购买保险
B. 给团队提供关于冲突解决技术的培训
C. 将项目的这部分内容外包给另外的公司
D. 将项目的这部分内容删除

17. During the Plan Risk Responses process, the team is discussing ways to deal with a risk. They have come up with the following options: a) outsource the work, b) provide more training to the team members, c) wait to see if the risk actually happens, d) ignore the risk and e) do the risky activity sooner in the project. Which of the following is a risk response strategy that was forgotten in the above situation?
A. Remove the activity causing the risk from the project.
B. Purchase insurance to cover the anticipated cost.
C. Assign the activity to a more experienced person to handle.
D. Prototype the product.

在规划风险应对过程中，团队正在讨论处理一个风险。他们提出了下列选项：a)外包工作 b)给团队成员提供更多的培训 c)等待看风险是否真的发生 d)忽略风险 e)在项目中尽早的做这个风险活动 下面哪种风险应对策略被遗忘在上面的

情况中？
A.　从项目中移除引起风险的活动
B.　购买保险以涵盖预期的成本
C.　把活动分配给更有经验的人处理
D.　原型化产品

18. You have finished the Plan Risk Responses process and are left with residual risks. What should you do with them?
A.　Document them in the risk register and revisit them during project executing.
B.　Deal with them as they arise during project executing.
C.　Include them as part of the contingency plans.
D.　Perform a sensitivity analysis on them.
你已经完成了规划风险应对流程，并留有残余风险。你应该和它们做什么？
A.　在项目执行阶段，在风险登记册中记录和重温它们
B.　在项目执行阶段，当它们出现的时候处理它们
C.　把它们包括在应急计划的一部分
D.　对它们实施敏感度分析

19. A project manager analyzed a US $200,000 project that involves 30 team members and has three customers. Why is there a need for an analysis of secondary risks on this project?
A.　It provides a vehicle for efficient stakeholder involvement.
B.　It provides a way to effectively decrease the amount of contracting on the project.
C.　It helps create a prioritized list of risks.
D.　It helps determine which new risks have been created as a result of the risk response strategies chosen.
一位项目经理分析一个价值$200,000 的项目，这个项目包括了 30 名团队成员和 3 名客户。在这个项目上为什么需要分析次生风险？
A.　它为有效干系人的参与提供了工具
B.　它提供了一种有效降低项目合同中数额的方法
C.　它帮助建立了风险优先级列表
D.　它有助于确定已经创建的新风险对风险应对策略的选择

20. The project manager has completed the Plan Risk Responses process, and has identified risk management strategies with the team. The team's manager has asked for the amount of risk reserves needed for the project. What is the FIRST thing the project manager should do?
A.　Create the risk reserves.
B.　Prioritize the list of risks.
C.　Create the overall risk rating for the project.
D.　Determine secondary risks.
项目经理已经完成了规划风险应对流程，和团队识别了风险管理策略。团队的经理询问对于这个项目需要风险应急储备的数量。项目经理应该**首先**做什么事情？

A.   创建风险储备
B.   优先考虑的风险清单
C.   创建项目的整体风险评级
D.   确定次生风险

21. Which of the following is a TRUE statement about a risk rating matrix?
A.   It should be changed for every project.
B.   It should never be used on a large project.
C.   It should be standardized between projects.
D.   It should be developed by the project manager.
下面哪一个是关于风险级别矩阵的**正确**说明？
A.   对于每一个项目它都将变化
B.   它从来不被用于大项目中
C.   在项目之间应该标准化
D.   通过项目经理制定

22. A project manager is unsure of how much cost reserve to add to the project. There is a 50 percent chance of a weather delay causing an impact of US $100,000 and a 30 percent chance of a delay in the testing center with a US $20,000 impact. How much should the cost reserve be?
A.   Less than $50,000
B.   More than $120,000
C.   Less than $20,000
D.   More than $56,000
项目经理并不确定给项目增加多少成本储备。由于天气所引起的延期可能性是 50%，造成$100,000 的影响。在测试中心有 30%的可能性延误，造成$20,000 的影响。成本储备将是多少？
A.   少于$50,000
B.   多于$120,000
C.   少于$20,000
D.   多于$56,000

23. During the Identify Risks process, a project manager identifies a risk that, no matter what the company does, a fire could occur in the building during the testing. It would be BEST to _____ the risk.
A.   Deflect
B.   Accept
C.   Avoid
D.   Change
在识别风险过程中,项目经理识别出一项风险,也就是说无论公司采取何种措施,在测试过程中大楼都会发生一次火灾。最好是通过采取以下哪种措施来应对该风险？
A.   转移
B.   接受

C. 回避

D. 变更

24. Project Team A has been hired to manage a transportation project very similar to dozens of projects the team has managed successfully in the past. The team has determined that the probability of achieving project objectives is 94 percent. What part of the risk process is the team in?

A. Perform Qualitative Risk Analysis

B. Plan Risk Responses

C. Perform Quantitative Risk Analysis

D. Identify Risks

项目团队 A 是一个曾经在过去成功管理过类似的几十个交通项目的团队。团队确定达成项目目标的概率是 94%。团队处于风险管理的哪一部分？

A. 实施定性风险分析

B. 规划风险应对

C. 实施定量风险分析

D. 识别风险

25. After identifying a risk to your project, you determine that there is a high probability of the risk occurring with a low consequence. What mitigation strategy is BEST to adopt?

A. Eliminate the consequence of the risk.

B. Avoid the risk.

C. Add the risk to the watchlist.

D. Insure against the risk.

在识别完你项目的风险以后，你确认有一个低影响高发生概率的风险。采用的**最**好的缓解策略是？

A. 消除风险的影响

B. 回避风险

C. 把风险增加到观察列表中

D. 给风险投保

26. In response to a risk, the project manager meets with the team and management to develop a strategy. After discussions, they decide that it would be best to make sure the risk definitely happens. This is an example of which risk response strategy?

A. Share

B. Exploit

C. Accept

D. Enhance

应对风险，项目经理和团队以及管理层一起制定策略。在讨论之后，他们决定最好是确定风险肯定发生。这是风险应对策略中的哪一个例子？

A. 分享

B. 开拓

C. 接受
D. 提升

27. Allocating ownership of a risk to a third party who is best able to capture the opportunity is an example of _____ the risk.
A. Sharing
B. Enhancing
C. Exploiting
D. Accepting

分配一个风险的所有者给更能捕获机会的第三方，这是_____风险例子。
A. 分享
B. 提升
C. 开拓
D. 接受

28. A project team is trying to decrease risk on the project. Management has a good relationship with a seller who is experienced in areas that your company is not experienced in. Management wants all activities with a US $50,000 or higher risk to be transferred to the seller. Management believes that this will remove the impact of those higher risks from the project. Why would this NOT be effective?
A. Working with sellers will add more than the $50,000 of risk to the project.
B. You would have to go through the contracting process.
C. The transference of a risk does not remove all impacts of the risk.
D. Management's association with the seller is a conflict of interest for the project.

一个项目团队正试图降低项目的风险。管理层和一个在这个领域有着丰富经验的卖方有着很好的关系，而你的公司没有相关的经验。管理层想让所有高于$50,000的活动风险转移给卖方。管理层相信这将消除来自于项目的高风险的影响。这为什么是**无效**的？
A. 和卖方一起工作将增加超过$50,000 的项目风险
B. 你将不得不履行合同过程
C. 风险转移不能移除所有的风险影响
D. 管理层和卖方联合是一种对于项目的利益冲突

29. Which of the following BEST describes an opportunity on a project?
A. Team members will learn more about spy satellites, and will be able to use that information on future projects.
B. The requirements might need updating later.
C. The quality requirements are hard to achieve.
D. Additional engineering may be needed in order to get the satellite to meet the customer's requirements.

下面哪一项最好的描述了项目上的机会？
A. 团队成员将学会更多的关于间谍卫星，并能在将来的项目中使用这些信息
B. 需求可能需要在这之后更新
C. 质量需求很难达到

D. 为了使卫星和客户的要求匹配，可能需要额外的工程

30. All of the following are results of adding to the risk register in the Plan Risk Responses process EXCEPT:
A. You are in control of the project as it progresses with few surprises.
B. By managing the plan, you are able to avoid some risks while mitigating the effects of others.
C. The need for workarounds is minimized.
D. The need for contingency reserves is minimized.

在规划风险应对过程中，下面所有的都会作为一个结果加入风险登记册，**除了：**
A. 你在控制项目的时候，项目进展给你带来了一些惊喜
B. 通过管理计划，你能够回避一些风险，并能减轻其他风险的影响
C. 需要最小化权变措施
D. 需要最小化应急储备金

31. During project executing, an accepted risk occurs, and is handled. However, the project manager notes that the impact was greater than was anticipated. The BEST thing to do would be to:
A. Notify the sponsor.
B. Create a workaround.
C. Perform additional risk response planning.
D. Revisit the Quantitative Risk Analysis process.

在项目执行阶段，一个可接受的风险发生，并被处理。然而，项目经理注意到风险的影响要大于预期的。**最**好应该做：
A. 提醒发起人
B. 创建权变措施
C. 实施额外的风险应对计划
D. 重新回顾定量风险分析

32. You are performing an audit of one of your project manager's projects and notice that she did not consider the network diagram as part of the Identify Risks process. As a result, the project manager will probably do which of the following?
A. Forget some activities in her risk evaluation.
B. Forget activity precedence in her risk evaluation.
C. Forget some path convergence issues in her risk evaluation.
D. Forget some stakeholders in her risk evaluation.

你正在执行你的项目经理的项目之一的审计，你注意到在识别风险过程中没有考虑网络图。作为一个结果，项目经理可能做了下面哪一项？
A. 在她的风险评估中忘记了一些活动
B. 在她的风险评估中忘记了一些活动的优先关系
C. 在她的风险评估中忘记了路径会和的问题
D. 在她的风险评估中忘记了一些干系人

33. A fire has just destroyed a warehouse that was being constructed as part of a

large project you are managing. What would have been the easiest way to ensure that this force majeure would not significantly impact the cost of the project?

A. Reduce the impact of such risk by transference.
B. Reduce the probability that the event will take place.
C. Accept the risk.
D. Eliminate the threat by not building the warehouse.

火灾刚刚摧毁了你管理的一个大型建筑项目的一部分仓库。最简单的方式是什么以确保这一不可抗力的事情对项目成本没有显著的影响？

A. 通过转移降低这类风险的影响
B. 减少事件的发生概率
C. 接受风险
D. 通过不建造仓库消除威胁

34. You have just been assigned as the project manager for a sizeable engineering project, and you want to quickly review the project's procedures for managing risk. What would be the MOST helpful in finding this information?

A. A risk identification plan
B. A risk management plan
C. Environmental process assets
D. A risk impact matrix

你刚刚被指定为一个庞大的工程项目的项目经理，为了管理风险，你想很快的评审项目过程。对于发现此类信息**最**有帮助的是什么？

A. 风险识别计划
B. 风险管理计划
C. 环境过程资产
D. 风险影响矩阵

35. As project manager of a project, you just handled a risk event that impacted the project cost and schedule. Because the impact is 15 percent of the total project cost, what is the MOST appropriate action?

A. Control the cost.
B. Inform the appropriate stakeholders.
C. Act to bring the cost of the event within acceptable limits.
D. Update the project budget.

作为项目的项目经理，你刚刚处理了一个影响项目成本和进度的风险事件。因为影响了项目总成本的 15%，**最**合适的行动是什么？

A. 控制成本
B. 通知合适的干系人
C. 在可接受的范围内给带来的成本事件做出调整
D. 更新项目预算

36. During the implementation of a contingency plan, a team member notices that the plan worked only marginally. There were three similar contingency plans developed for other risks that have not yet happened. He should recommend

which of the following?

A. A workaround

B. A project change request

C. A new risk rating matrix

D. A risk responsibility chart review

在实施一个应急计划期间，一名团队成员注意到只有勉强的计划工作。对于其他的还没有发生的风险，制定了 3 个类似的应急计划。他应该推荐下面哪一个？

A. 权变措施

B. 项目变更请求

C. 新的风险级别矩阵

D. 风险责任审查图

37. A project manager gets a report from the risk response owner that a risk did not occur. The project manager should then:

A. Update the risk response plan in the risk register.

B. Update the network diagram.

C. Decrease some project reserves.

D. Change all future risk response strategies.

项目经理从风险应对所有者哪里得到一份一个风险没有发生的报告。然后项目经理应该：

A. 在风险登记册中更新风险应对计划

B. 更新网络图

C. 减少一些项目储备

D. 更改所有未来的风险应对策略

38. The project manager has worked closely with the team to come up with contingency plans. Which of the following BEST describes contingency plans?

A. Planned responses to risk events

B. Planned risk control procedures

C. Planned workarounds

D. Planned responses based on probability analysis

项目经理曾经和项目团队成员密切工作在应急计划中。下面哪一项**最好**的描述了应急计划？

A. 规划风险事件应对

B. 规划风险控制过程

C. 规划权变措施

D. 基于概率分析规划应对

39. During the project, a team member tells you that a major risk identified by the team has occurred. However, it is not as serious as previously thought. What is the FIRST thing you should do?

A. Increase the quality standard.

B. Present this finding to the project team and ask them to verify the team member's finding.

C.   Investigate changing the contingency plan.

D.   Notify management.

在项目期间，一名团队成员告诉你通过团队识别的一个主要风险已经发生。然而，并不像先前想的那样严重。你应该**首先**做什么事情？

A.   提高质量标准

B.   把目前的这个发现给项目团队，并请他们核实团队成员的发现

C.   调查改变应急计划

D.   提醒管理层

40. You are a project manager for a US $3,000,000 product development project. Your project is well into the executing process group and remains on time, on budget, and on specification. This morning, a project team member alerts you to a newspaper article detailing unusually high defect rates in materials that your team has been using to develop your product prototype. You had no reason to suspect quality issues in these materials before now. What should you do FIRST in response to this concern?

A.   Stop work on the prototype.

B.   Quantify the risk.

C.   Develop a risk mitigation plan.

D.   Determine a workaround.

你是一名$3,000,000 产品研发项目的项目经理。你的项目很顺利的进入到执行过程组中，并且是按时的，在预算之内的，合乎规范的。一天早上，你的团队成员通知你一篇报纸上的文章详述了一个你的团队已经利用于产品原型开发的材料有很高的异常缺陷率。在这之前，你没有理由怀疑这些材料的理由。你**首先**应该如何应对这一切？

A.   停止在原型上工作

B.   量化风险

C.   制定风险转移计划

D.   确定权变措施

41. A project manager has completed risk response planning. She was planning to go on to risk monitoring and control when she found out from another project manager that she forgot to do something important in this step. Which of the following did she forget?

A.   She has not created an overall risk ranking for the project.

B.   She has not analyzed secondary risks.

C.   She has not created workarounds.

D.   She has not created a prioritized list of quantified risks.

项目经理完成了风险应对计划。她打算去监控风险的时候，她从其他项目经理哪发现她在这一步忘记了一些重要的事情。下面哪一项是她忘记的？

A.   她没有为项目创建风险排序

B.   她没有分析次生风险

C.   她没有创建权变措施

D.   她没有创建定量风险的优先级列表

42. Which of the following helps determine the probability of completing the project on any specific day?
A. Network diagram
B. Monte Carlo analysis
C. Qualitative risk analysis
D. Precision testing

下面哪一项将有助于帮助确定完成项目特定日期的概率的？
A. 网络图
B. 蒙特卡洛分析
C. 风险定性分析
D. 精密测试

43. As a result of your analysis of the risks on the project, you have decided to remove a team member from the project team in order to decrease the overall project risk. What is this an example of?
A. Transference
B. Resource analysis
C. Avoidance
D. Acceptance

作为在项目上你分析风险的结果，为了减少整个项目的风险，你决定从项目团队中移除一名团队成员。这是什么的例子？
A. 转移
B. 资源分析
C. 回避
D. 接受

44. Risk response owners can potentially have conflict with risk auditors because risk auditors:
A. Report to the project manager.
B. Investigate the effectiveness of the risk response owner.
C. Measure the effectiveness of the risk thresholds.
D. Report to the stakeholders.

风险应对所有者可能和风险审计者有潜在的冲突，因为风险审计者：
A. 报告给项目经理
B. 调查风险应对所有者的有效性
C. 度量风险阈值的效力
D. 报告干系人

45. A project manager is working on a major new product development project when a risk occurs that does not have a risk response plan. What should the project manager do?
A. Hold a risk reassessment and plan a workaround.
B. Inform management and communicate the new risk to the team.
C. Communicate the planned response to the stakeholders.

D. Use some of the reserves to accommodate the risk.

当一个并没有在风险应计划中的风险发生的时候，项目经理这个工作在一个主要的新产品开发项目上。项目经理将做什么？

A. 把握风险的再次评估和计划一个权变措施
B. 通知管理层并和团队沟通这个新风险
C. 和干系人沟通规划应对
D. 用一些储备以解决风险

46. During the executing process group of the project, a team member identifies a new risk. What should occur in light of this identification?

A. Include it in the risk triggers.
B. Test its assumptions.
C. Add it to the risk management plan.
D. Assess this risk.

在项目执行过程组中，一名团队成员识别了一个新的风险。鉴于这个识别，应该发生什么？

A. 在风险触发中包括它
B. 测试它的假设
C. 增加它到风险管理计划中
D. 解决这个风险

47. A project manager's project has just been dropped to a lower priority on the list of his department's prioritized projects. It would be BEST for the project manager to:

A. Let the customer know that the project schedule will need to slip.
B. Use some of the management reserve to accommodate the change.
C. Start cutting work packages.
D. Gain more resources.

一名项目经理的项目刚刚被放到了他的部门项目优先级列表中的低优先级中。对于项目经理**最**好的是：

A. 让客户知道项目进度将需要落后
B. 用管理储备解决这个变化
C. 开始砍掉工作包
D. 赢得资源

48. You are finishing the prototype that was planned as a risk mitigation strategy when you find out that the benefit cost ratio (BCR) has been improved and the project cost performance index (CPI) is 1.03. The standard deviation of the project time estimate has decreased and you discover that the prototype, already almost finished, can fulfill the needs of another project requirement as well. What should you do FIRST?

A. Look for ways to help get the prototype accepted faster and thus cut cost.
B. Review the benefits of the project with the customer and determine if the prototype will improve the benefits.

C. Compress the project to get it completed faster using the prototype.

D. Look for the risk impacts of fulfilling another requirement with the prototype.

当你发现效益成本比（BCR）得到了提高，成本绩效指数（CPI）是 1.03 时，你正在完成已经规划了风险缓解策略的原型。项目估算时间的标准差有所下降，你发现原型几乎已经完成，已经能够用于其他的项目需求。你**首先**应该做什么？

A. 寻找一种能帮助你原型更快的接受和削减成本的方法

B. 和客户评审项目的效益，并确定是否原型将提高效益

C. 压缩项目，很快的完成以得到能用的原型

D. 寻找完成原型的其他需求的风险影响

49. While holding a risk reassessment meeting, the sponsor is looking at the latest list of top risks in the project report. A newly identified risk has undergone qualitative risk analysis and it was determined that it did not rank higher than already identified risks to continue through the risk process. Two fallback plans have been adjusted based on the severity of previous risk impacts. What has the project manager NOT done?

A. Provide the sponsor with the full list of noncritical risks.

B. Perform quantitative risk analysis for the new risk.

C. Look at the impact of the new risk to the project as a whole.

D. Look for contingency risks from the fallback plan.

在风险评估会议上，发起人正在审阅项目报告中罗列的最新的高级风险清单。一项新识别的风险已经完成了定性风险分析，最终确定它的风险级别比较低。与此同时，根据之前风险影响的严重程度调整了两项应对计划。项目经理没有完成以下哪项内容？

A. 给发起人提供全部的非关键风险清单

B. 对新风险实施定量风险分析

C. 评估新风险对整个项目的影响

D. 从应对计划中查询偶然风险

50. The stakeholders identified a major project risk of more than 2 centimeters of rain falling in any 24 hour period. With a little effort, contingency plans and fallback plans were put in place for this risk and risk response owners said they were ready to take action. One day during the project it started to rain. The risk response owner was not even near the project location to know it was raining and so the contingency plan was not implemented. Which of the following BEST describes why this occurred?

A. The project manager should implement the contingency plan if the risk response owner does not.

B. The risk response owner should have been required to remain in the project location for the length of the project and run through the implementation of the contingency plan at least twice before it was needed.

C. The project manager should have been watching the weather to see if the risk event might be triggered and then had the risk response owner available to fulfill his responsibilities.

D. The risk response owner only determines ideas for contingency plans, he does not implement them, therefore there is another root cause of this problem.

干系人确定了一个超过 2 厘米的雨水，飘落在任何 24 小时之内的重大项目风险。很少的努力，对于这个风险的应急计划和弹回计划都已经到位，风险应对所有者说他们准备采取行动。一天，在项目期间，开始下雨。风险应对所有者甚至不接近项目就知道下雨了，所以应急计划没有实施。下面哪一项**最好**的描述了为什么会发生？

A. 如果风险应对所有者没有做，项目经理应该实施应急计划

B. 风险应对所有者应该被要求留在项目一定距离的位置上，并在需要之前演练应急计划至少 2 次

C. 项目经理应该观看天气预报看是否风险事件是否已经被触发，然后风险应对所有者能够完成他的职责

D. 风险应对所有者仅仅确定为应急计划出主意，他不能实施他们，因此，这个问题还有另外的根源