

项目管理知识体系（PMP）学前水平评估

些题目只适用于报名参加PMP认证考试培训前的水平评估，在这些题目上的表现好坏并不代表PMP认证考试中的成功与否。

1. The MAJOR processes for project integration management are:
 - A. Project plan development, project plan execution, and overall change control.
 - B. Project plan development, project plan execution, and scope change control.
 - C. Project plan development, overall change control, and scope change control.
 - D. Project plan development, initiation, and overall change control.项目整体管理的主要过程是：
 - A. 项目计划制定，项目计划实施和整体变更控制。
 - B. 项目计划制定，项目计划实施和范围变更控制。
 - C. 项目计划制定，整体变更控制和范围变更控制。
 - D. 项目计划制定，启动和整体变更控制。
2. Project sponsors have the GREATEST influence on the scope, quality, time, and cost of the project during the:
 - A. Concept phase.
 - B. Development phase.
 - C. Execution phase.
 - D. Close-down phase.在下列哪一个阶段项目发起人对项目的范围、质量、时间和成本有最大的影响力：
 - A. 概念阶段
 - B. 制定阶段
 - C. 实施阶段
 - D. 收尾阶段
3. Ideally, communication between the project manager and the project team members should take place:
 - A. Via daily status reports.
 - B. Through approved documented forms.
 - C. By written and oral communication.
 - D. Through the formal chain of command..项目经理和项目团队成员之前最理想的沟通方式是：
 - A. 通过日常状态报告
 - B. 通过批准的文件报表
 - C. 通过书面的和口头的沟通
 - D. 通过正式的指令链
4. A project's payback period ends when:
 - A. Profit maximum is realized.
 - B. Unit profit is realized.
 - C. Monthly revenue exceeds monthly costs.
 - D. Cumulative revenue equals cumulative costs.项目的投资回收期何时结束：
 - A. 实现利润最大化后
 - B. 实现单位利润后
 - C. 月度收益大于月度成本时
 - D. 累积收益等于累积成本时
5. A scope statement is important because it:
 - A. Provides the basis for making future project decisions.
 - B. Provides a brief summary of the project.
 - C. Approves the project for the stakeholders.
 - D. Provides criteria for measuring project cost.范围说明书的重要性是因为：

-
- A. 提供了制定项目未来决策的基础
B. 提供了项目的简要概述
C. 为项目干系人批准了项目
D. 提供了计量项目成本的标准
6. A project management professional can compare earned value performance data to all of the following project management tools EXCEPT:
A. Critical path analysis.
B. Technical performance metrics.
C. Risk mitigation plans.
D. Forecasted final costs and schedule estimates.
- 项目管理人员可以把挣值绩效数据和下述的项目管理工具进行比较，但不包括：
A. 关键路径分析
B. 技术性能指标
C. 风险减轻计划
D. 最终成本预测和进度估算
7. During the project scope planning process, the work breakdown structure should be developed to :
A. The Sub-project level.
B. The level determined by the project office.
C. A level allowing for adequate estimates.
D. The cost center level.
- 在项目范围计划编制过程中，工作分解结构应该划分到：
A. 子项目的层面
B. 项目办公室所确定的层面
C. 能够进行充分估算的层面
D. 成本中心的层面
8. A project loses a contractor in the middle of a project. A new project team is formed to replace the role of the lost contractor and his/her team. As a project manager, what is the FIRST topic to address to the team in the kick-off meeting?
A. Identify team roles and responsibilities.
B. Review detailed schedule.
C. Discuss cost estimates.
D. Emphasize your authority.
- 在项目进行过程中，有一家承包商退出了，这样，项目就组建了一支新团队以完成承包商及其团队所应当承担的角色。你认为项目经理在开工会议上，你需要给团队交待的第一件事是：
A. 确定团队角色和职责
B. 评估详细进度
C. 讨论成本估算
D. 强调你的权威
9. A project schedule completion date will change if:
A. The critical path is reduced.
B. The contingency is no longer available.
C. No float time is available.
D. Project resources are reduced.
- 项目进度的完成日期将会发生变化，如果：
A. 关键路径缩短了
B. 应急储备没有了
C. 时差没有了
D. 项目资源减少了
10. Your project is behind schedule due to conflict between team members. Having resolved the conflict, to get the project back on schedule, you should consider:
A. Crashing the schedule.

- B. Performing resource leveling.
- C. Conducting reverse resource allocation scheduling.
- D. Utilizing the critical chain resources.

由于团队成员之间的冲突，项目落后于进度计划了，冲突得到解决后，为赶回进度，你打算：

- A. 进行进度赶工
- B. 实行资源平衡
- C. 执行逆向资源分配进度计划
- D. 动用关键的后备资源

11. Risk quantification includes:

- A. Enumerating sources of internal and external events.
- B. Identifying potential events and impact.
- C. Evaluating probability and impact.
- D. Developing contingency plans and resources.

风险的量化包括：

- A. 例举内部和外部事件来源
- B. 确定潜在的事件和影响
- C. 评估概率和后果
- D. 制定应急计划和资源

12. In which project phase do you have the GREATEST influence on project risk?

- A. Conceptual
- B. Design
- C. Execution
- D. Implementation

在下述哪一个项目阶段，你对项目的风险有最大的影响力？

- A. 概念形成
- B. 设计
- C. 实施
- D. 执行

13. The objective of fast tracking a project is to:

- A. Increase productivity.
- B. Reduce project duration.
- C. Increase schedule tracking controls.
- D. Reduce project risks.

项目快速跟进的目标是：

- A. 提高生产效率
- B. 减少项目历时
- C. 提高进度跟踪控制
- D. 降低项目风险

14. You have just taken control of a project in the middle of execution and need to learn who has approval authority for revisions in scope. Which document provides this information?

- A. Resource assignment matrix
- B. Change control plan
- C. Project charter
- D. Client organization chart

在一个项目的实施过程中，你开始负责管理这个项目，你需要了解谁有范围修订的批准表，你可以从哪个文件中获得信息？

- A. 资源分配矩阵
- B. 变更控制计划
- C. 项目章程
- D. 客户组织关系图

15. Of the following conflict management approaches, which is believed to lead to the

LEAST enduring positive results?

- A. Problem solving
- B. Avoidance
- C. Compromise
- D. Forcing

在下述的冲突管理方法中，你认为哪一种的正面持续效果最差？

- A. 解决问题
- B. 回避
- C. 妥协
- D. 强迫

16. Complex projects, involving cross-disciplinary efforts, are MOST effectively managed by:

- A. Multiple lead project managers.
- B. A functional organization.
- C. A strong matrix organization.
- D. A strong traditional manager.

复杂的项目涉及跨部门的工作，可以通过哪种方式进行有效管理：

- A. 多个负责项目经理
- B. 职能式组织
- C. 强矩阵组织
- D. 强势的传统经理

17. It is critical for your company to offer its products on the Internet to increase its market share. The company has no previous experience in this area, but it believes that knowledge is needed rapidly. As you have shown an interest in the Internet, you are asked to start planning for this project.

What is the FIRST step to take as you begin planning?

- A. Identify the risks.
- B. Plan the scope.
- C. Establish a resource plan.
- D. Complete a cost and schedule estimate.

公司迫切需要通过因特网销售产品，以期扩大市场份额，公司缺少这方面的经验，但又意识到知识是迫切需要的。由于你表现出对因特网的兴趣，公司要求你开始计划这个项目。

要开始计划编制，你的第一步工作是：

- A. 识别分险
- B. 计划范围
- C. 建立资源计划
- D. 完成成本和进度控制

18. Effective stakeholder management includes all of the following project elements EXCEPT:

- A. Clear requirements definition.
- B. Scope change control.
- C. Timely status information.
- D. Frequent cost reports.

有效的项目干系人管理包括以下项目要素，但不包括：

- A. 清楚的需求定义
- B. 范围变更控制
- C. 及时的状态信息
- D. 频繁的成本报告

19. A likely result of using “compromise” to resolve a two-party conflict is:

- A. Lose-lose
- B. Win-lose
- C. Win-win
- D. Lose-win

采用“妥协”来解决双方冲突的一个可能的结果是：

- A. 输-输
- B. 赢-输
- C. 赢-赢
- D. 输-赢

20. A generally accepted method to confirm accuracy of task progress is through:

- A. Earned value.
- B. Probability vs. outcome.
- C. Maximum ceiling.
- D. Work breakdown structure.

要确认任务进度的准确性，一个普通接受的方法是通过：

- A. 挣值
- B. 概率与后果
- C. 最大上限
- D. 工作分解结构

21. Pareto analysis, cause and effect, and flow charts are all tools used in quality:

- A. Control
- B. Benchmarking
- C. Planning
- D. Verification

帕累托分析、因果关系与流程图等等工具应用于质量的：

- A. 控制
- B. 标杆
- C. 计划
- D. 核实

22. A project was estimated to cost \$1.5 million and scheduled to last six months. After three months, the earned value analysis shows the following:

EV=\$650,000

PV=\$750,000

AC=\$800,000

What are the schedule and cost variances?

- A. SV=+\$100,000/CV=+\$150,000
- B. SV=+\$150,000/CV=-\$100,000
- C. SV=-\$50,000/CV=+\$150,000
- D. SV=-\$100,000/CV=-\$150,000

一个项目的估算成本为150万美元，计划进度为6个月。三个月以后，挣值分析表明：

EV=\$650,000

PV=\$750,000

AC=\$800,000

成本偏差和进度偏差是：

- A. SV=+\$100,000/CV=+\$150,000
- B. SV=+\$150,000/CV=-\$100,000
- C. SV=-\$50,000/CV=+\$150,000
- D. SV=-\$100,000/CV=-\$150,000

23. Configuration management is a technique for:

- A. Overall change control.
- B. Project plan execution.
- C. Scope planning.]
- D. Risk quantification.

配置管理是什么的工具：

- A. 整体变更控制
- B. 项目计划实施
- C. 范围计划编制

D. 风险的量化

24. Scope change control MUST be integrated with all of the following control processes EXCEPT:

- A. Schedule
- B. Cost
- C. Procurement
- D. Quality

范围变更控制必须与下列控制过程整合起来，但不包括：

- A. 进度
- B. 成本
- C. 采购
- D. 质量

25. Reviewing work products and results to ensure that all were completed satisfactorily and formally accepted is part of:

- A. Risk management.
- B. Quality control.
- C. Change control management.
- D. Scope verification.

评估工作产品和结果，保证满意完成和正式验收，这是哪一个过程的内容：

- A. 风险管理
- B. 质量控制
- C. 变更控制管理
- D. 范围核实

26. Risk response development is intended to:

- A. Create steps to identify project risks.
- B. Formulate strategies for dealing with adverse events.
- C. Construct a list of previous project risks.
- D. Develop measurements to quantify project risks.

制定风险应付计划的目的是：

- A. 建立识别项目风险的步骤
- B. 制定处理不利事件的策略
- C. 建立以前项目风险的清单
- D. 建立量化项目风险的指标

27. Due to cuts in funding, your project has been terminated. The scope verification process:

- A. Should be delayed until the project is completed.
- B. Should determine the correctness of the work results.
- C. Should establish and document the level and extent of completion.
- D. Will form the basis of the project audit.

由于资金削减，项目被终止，范围核实过程：

- A. 应推迟到项目完工进行
- B. 应确定工作结果的正确性
- C. 应确定并记录完工的水平和程度
- D. 将构成项目审计的基础

28. A KEY activity in closing out a project is to:

- A. Disseminate status reports and risk assessment.
- B. Disseminate information to formalize project completion.
- C. Monitor the specific project results to determine if they comply with relevant quality standards.
- D. Transfer all the project records to the project owners.

项目收尾时的一个关键活动是：

- A. 发布状态报告和风险评估。
- B. 发布消息以正式确认项目完工。
- C. 监控具体的项目结果以确定其是否符合相关质量标准。

D. 把全部项目记录转移给项目所有人。

29. You've been engaged to manage a project. The estimated cost of the project is \$1,000,000. The project sponsor has approved this amount. Your earned value calculations indicate that the project will be completed on time and under budget by \$200,000. Based on this calculation, your personal profit will decrease by \$2,000.

Given the estimated decrease in personal profit, what action should you take?

- A. Invoice for the full \$1,000,000 based on the contract.
- B. Add tasks to improve the outcome and increase the actual project cost.
- C. Inform the end-user that you can add features to the project in order to use the entire budget.
- D. Communicate the projected financial outcome to the project sponsor.

你管理一个项目，项目的估算成本是100万，项目发起人批准了这一额度。你的挣值计算表明项目将准时完工并低于20万美元。根据这一计算，你的个人利润将减少2000美元。

考虑到个人利润的降低，你将采取什么行动？

- A. 根据合同，仍然开出100万美元的发票。
- B. 对结果进行改善，这样增加的任务就会使实际项目成本提高上来。
- C. 告诉最终用户你可以增加一些特征以用满预算。
- D. 把项目的财务结果传给项目发起人。

30. When it appears that a design error will interfere with meeting technical performance objectives, the PREFERRED response is to:

- A. Decrease the performance value to equal the assessed value.
- B. Develop alternative solutions to the problem.
- C. Increase the specified value to set a new performance goal.
- D. Reduce the overall technical complexity of the project.

当一个设计错误影响到技术性能目标的满足时，最好的应对方案是：

- A. 降低绩效标准值使之等于评估结果值
- B. 确定问题的解决方案
- C. 提高规定值以建立新的绩效目标
- D. 降低项目整体的技术复杂度