



清晖PMP复习测试题一

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2. 本套模拟题共有200道单项选择题，测试时间为3个小时，**闭卷答题**！正确率要求答对140题（70%）或以上。（正式考试为4个小时）
3. 本套模拟题尽可能地覆盖PMP考试的题型，请学员们集中精力在3个小时内完成，达到全真的模拟效果
4. 模拟考试过程中，调整思维，揣摩考题的意图；考试结束后，认真总结。
5. 解题策略：TKSC策略
T（topic） 真正读懂题目
K（key） 迅速抓住考点
S（source） 准确找到出处
C（choice） 果断做出选择
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1. During project proposal negotiations for an industrial plant, the customer informs the project manager that a change is required to improve performance. What should the project manager do?
- A. Ask the project sponsor for additional funding.
 - B. Call senior management for advice.
 - C. Update the work breakdown structure (WBS).
 - D. Revise the risk response plan.

1. 在一个工厂的项目建议书谈判期间，客户通知项目经理需要进行一项变更来提高性能。项目经理该怎么做？

- A. 让项目发起人增加额外资金。
- B. 征求高级管理层的建议。
- C. 更新工作分解结构（WBS）
- D. 修订风险应对计划。

2.

Earned value (EV)	US\$600
Actual cost (AC)	US\$100
Planned value (PV)	US\$150
Budget at completion (BAC)	US\$1,800
Estimate to complete (ETC)	US\$300

Project stakeholders want to understand the performance of a project that is 80 percent complete. Assuming the project continues at the same rate, and using the numbers in the table, what is the project's estimate at completion (EAC)?

- A. US\$100
- B. US\$300
- C. US\$380
- D. US\$400

2.

挣值(EV)	600美元
实际成本 (AC)	100美元
计划价值 (PV)	150美元
完工预算 (BAC)	1800美元
完工尚需估算 (ETC)	300美元

项目干系人希望理解已完成80%项目的绩效。假设项目以相同速度继续，并使用表中的数字，项目的完工估算（EAC）是多少？

- A. 100美元
- B. 300美元
- C. 380美元
- D. 400美元

3. After customer acceptance of the final deliverable, the project manager distributes the final project reports, gathers project documents for archiving, and conducts a lessons learned session with the team. What activity still needs to be completed?

- A. Capturing work performance information
- B. Updating the issue log

C. Measuring and recording customer satisfaction

D. Documenting corrective actions

3. 在客户验收最终可交付成果后，项目经理分发最终项目报告，收集项目文件用于存档，并与团队开展经验教训会议。还需要完成什么活动？

- A. 收集工作绩效信息
- B. 更新问题日志
- C. 衡量并记录客户满意度
- D. 记录纠正措施

4. A project by ineffective weekly team meetings. Some more vocal team members are turning the meetings into lengthy discussions of areas they view as problematic.

To improve the meetings' effectiveness, what should the project manager do?

- A. Increase the length of the meetings.
- B. Exclude the more vocal team members from the meetings.
- C. Ensure that no team members' feelings are hurt.
- D. Set clear agendas with specific time limits for each item.

4. 项目经理对无效率的团队周会感到失望。一些发言更为积极的团队成员都将会议转向他们认为有问题的领域进入长时间的讨论。

若要提高会议的效率，项目经理应该怎么做？

- A. 增加会议时间。
- B. 不让发言更为积极的团队成员参加会议。
- C. 确保没有团队成员感觉受到伤害。
- D. 设定明确的议程，为每个事项限制具体的时间。

5. A customer is concerned when inclement weather results in schedule slippage. When should the project manager have executed appropriate contingency response strategies?

- A. When funding was made available for additional resources
- B. When the customer agreed to a schedule extension
- C. When the inclement weather was forecasted
- D. Immediately after the inclement weather occurred

5. 当恶劣天气导致进度偏移时，客户感到担忧。项目经理应在何时执行相应的应急应对策略？

- A. 提供资金可用于获得额外资源时
- B. 客户同意延长进度计划时
- C. 预测到恶劣天气时
- D. 发生恶劣天气后立即执行

6. A project is nearing completion when the project team learns of new regulations for the region where the product is to be installed. The project manager determines that a new feature will have to be added to ensure compliance, which will impact the resources, schedule, and budget.

What is needed to communicate and apply the activities required to comply with these new regulations?

- A. Risk breakdown structure (RBS)

B. Change control

C. Issue log

D. Process analysis

6. 项目接近完工，此时项目团队得知即将安装产品的所在地区即将实施新法规。项目经理决定为确保遵守新法规，必须添加一项新功能，而这将影响到资源、进度计划和预算。为遵守这些新法规，需要下列哪一项来沟通和应用于需要的活动？

A. 风险分解结构（RBS）

B. 变更控制

C. 问题日志

D. 过程分析

7. A project manager's multidisciplinary teams are spread over several countries. Each team has prepared its budget and resource needs, which now must be integrated into and compared with the project charter's estimated budget.

What should the project manager do next?

A. Seek sponsor approval.

B. Conduct a kick-off meeting.

C. Gather the information and finalize the budget.

D. Review the plan and document the costs.

7. 项目经理的多学科团队分布在几个国家。每个团队都已准备了各自的预算和资源需求，现在必须融合在一起并与项目章程的估算预算进行对比。

项目经理下一步应该怎么做？

A. 寻求项目发起人的批准。

B. 召开项目启动大会。

C. 收集信息并最终确定预算。

D. 审查计划并记录成本。

8. A project manager assigned to an existing project learns that team A collects requirements team B implements these requirements, and team C develops the test plan.

Where should this be documented?

A. Functional matrix

B. Staffing management plan

C. Organizational breakdown structure (OBS)

D. Responsible, accountable, consult, and inform (RACI) matrix

8. 项目经理被任命管理一个现有项目，他了解到团队A负责收集需求，团队B负责实施这些需求，而团队C负责制定测试计划。

这应记录在哪一份文件中？

A. 职能型矩阵

B. 人员配备管理计划

C. 组织分解结构（OBS）

D. 执行、负责、咨询和知情（RACI）矩阵

9. During project execution, the project team misunderstands how to use a new technology. As a result, significant rework is required, which increases overall costs.

From what source can the project manager obtain additional funds for the rework?

- A. Key stakeholder
- B. Management reserve
- C. Contingency reserve
- D. Project sponsor

9. 在项目执行期间，项目团队对如何使用一项新技术产生误解。结果需要大量返工，导致整体成本增加。

项目经理可以从什么渠道获得额外的返工资金？

- A. 关键干系人
- B. 管理储备
- C. 应急储备
- D. 项目发起人

10. During the execution of a project that is at risk of falling behind schedule, the project manager learns that the company's most skilled resource will be available from a project that finished early. The project manager insists that the resource be immediately assigned to their project team, with the expectation of a positive impact on the project.

What strategy did the project manager apply?

- A. Share
- B. Accept
- C. Transfer
- D. Exploit

10. 在执行一个处于落后于进度风险的项目期间，项目经理了解到，某个项目提前完成，公司中技能最高的资源将可用。项目经理坚持让该资源立即分配到他们的项目团队，期望为项目带来积极影响。

项目经理应用的是什么策略？

- A. 分享
- B. 接受
- C. 转移
- D. 开拓

11. Project manager A realizes that additional resources are required to complete their project on time and asks project manager B for assistance with resources. If project manager B agrees, what document should be reviewed?

- A. Project staff assignment
- B. Resource calendar
- C. Project organization chart
- D. Team performance assessments

11. 项目经理A认识到需要额外资源来按时完成项目，并请求项目经理B提供资源方面的协助。如果项目经理B同意，应审查哪一份文件？

- A. 项目人员配备
- B. 资源日历
- C. 项目组织图
- D. 团队绩效评估

12. While working on an assembly line, a team member reports the high failure rate of a product. What should the project manager use to support this evidence?

- A. Kaizen approach
- B. Nominal group technique
- C. Quality metrics
- D. Force field analysis

12.在装配线上工作时，一名团队成员报告了产品的高失败率。项目经理应使用什么来支持这项证据？

- A.改善方法
- B.名义小组技术
- C.质量测量指标
- D.力场分析

13. For a system implementation project in country A, a manager completes the deliverables defined in the scope and customer accepts them. This system was successfully implemented in several other countries, but the users in country A are dissatisfied with some of the functions. What should the project manager do next to close the Project?

- A. Consult the risk register for mitigation strategies.
- B. Conduct meetings with the users to understand their dissatisfaction.
- C. Organize a lessons learned meeting to capture feedback for the lessons learned knowledge
- D. Provide the customer and users with all supporting project documentation to establish that project objectives were met and accepted.

13.对于一个在A国的系统实施项目，项目经理完成了范围中定义的可交付成果，且获得客户验收。系统之前已成功在多个其它国家实施，但是A国的用户对某些功能不满意。收尾项目时，项目经理下一步应该怎么做？

- A.查阅风险登记册，获得减轻策略。
- B.与用户开会，了解他们不满意之处。
- C.组织一次经验教训会议，为经验教训知识库收集反馈。
- D.为客户和用户所有项目支持文档，确保满足项目目标并通过验收。

14. A project team is working on the scope baseline component of the project management plan. What document should be included?

- A. Work breakdown structure (WBS) dictionary
- B. Risk management plan
- C. Cost management plan
- D. Scope management plan

14.项目团队正在努力确定项目管理计划范围基准组成部分。应将哪份文件包含在内？

- A.工作分解结构（WBS）字典
- B.风险管理计划
- C.成本管理计划
- D.范围管理计划

15. The following are the project tasks:

Task A (duration 4 days);

Task B (duration 3 days);

Task C (duration 4 days);

Task D (duration 2 days);

Task E (duration 3 days);

Task F (duration 4 days).

Tasks D and F cannot start until task C is complete. Tasks A and B can start any time after task C starts, but must complete before the end of the project. Task E cannot start until task D is complete. During the execution of task B, Which was started one day after task C had started, An exception happened which will cause a 2-day delay for this task.

What action should be taken to ensure the project is completed on time?

- A. Add more resources to task B
- B. Reassign resources to tasks on critical path
- C. Add more resources to task D
- D. No action is necessary

15. 项目任务如下：

任务A（持续时间4 天）；

任务B（持续时间3 天）；

任务C（持续时间4 天）；

任务D（持续时间2 天）；

任务E（持续时间3 天）；

任务F（持续时间4 天）。

任务D 和任务F 只能在任务C 结束后开始。任务A 和任务B 可以在任务C 开始后的任何时间内开始,但是必须在项目结束前完成。任务E 只能在任务D 完成后开始。任务B 是在任务C 开始一天后才开始的，在执行任务B 过程中，发生了一件例外事项，导致该任务延期2 天。

为了确保项目按时完成，应采取什么措施？

- A. 为任务 B 添加更多的资源
- B. 为关键路径上的任务重新分配资源
- C. 为任务 D 添加更多的资源
- D. 不需要采取任何措施

16. A project manager assumes a project for a company that undergoing organizational changes and about to be restructured. What should the project manager do to ensure that the project is aligned with the company's goals and objectives?

- A. Obtain project charter approval.
- B. Reach agreement at the kick-off meeting.
- C. Perform a gap analysis against the business case.
- D. Analyze the project against the company's mission, vision, and values.

16.项目经理承担一家公司的一个项目管理，但该公司正在进行组织变更且即将重组。若要确保该项目与该公司的目的和目标保持一致，项目经理应该怎么做？

- A.获得项目章程的批准。
- B.在项目启动大会上达成协议。
- C.按照商业论证进行差距分析。
- D.按照该公司的使命、愿景和价值观分析该项目。

17. After visiting an ongoing project's operating facilities and meeting with project sponsors, a newly assigned project manager discovers potential risks. In addition, some project team members complained to the project manager that, during execution, unexpected events occurred for which no corrective actions were taken. The project manager schedules a meeting to address these issues. What should the project manager include on the agenda?

- A. Top risks, risks that have occurred, risk responses, risks identified, risks closed, and an updated risk register
- B. Top risks, risks that have occurred, risk responses, new risks, risks closed, and lessons learned
- C. Top risks, new risks, risk summary, risk responses, and an updated risk register
- D. Top risks, new risks, trend analysis, risk responses, and lessons learned

17.在参观一个正在执行的项目运营设施并与项目发起人开会后，新任命的项目经理发现了潜在风险。此外，一些项目团队成员还向项目经理抱怨道，在项目执行期间发生了一些突发性事件，但没有采取纠正措施。项目经理安排召开一次会议来解决这些问题。

项目经理应在会议议程中包含哪些内容？

- A.最大风险、已发生的风险、风险应对、已识别的风险、已关闭的风险和更新的风险登记册
- B.最大风险、已发生的风险、风险应对，新风险、已关闭的风险和经验教训
- C.最大风险、新风险、风险摘要、风险应对和更新的风险登记册
- D.最大风险，新风险、趋势分析，风险应对和经验教训

18. A contractor is behind schedule and requests the project manager's authorization to work overtime. What should the project manager do first?

- A. Approve the contractor's request.
- B. Reject the request.
- C. Request change control board (CCB) approval.
- D. Review the enterprise environmental factors.

18.承包商落后于进度计划，请求项目经理授权加班工作。项目经理首先应该做什么？

- A.批准承包商的请求。
- B.拒绝请求。
- C.请求变更控制委员会（CCB）批准。
- D.审查事业环境因素。

19. A company decides to sign a firm fixed price (FFP) contract with a provider for the implementation of an online banking system. What risk response strategy is being used?

- A. Transfer
- B. Avoid
- C. Exploit
- D. Accept

19.公司决定与一个供应商签署一份固定总价（FFP）合同，实施一个在线银行系统。这使用的是什么风险应对策略？

- A.转移
- B.回避
- C.开拓
- D.接受

20. A project manager receives a business case from a company's senior management. This company has a history of abandoning projects midway through the execution phase and not providing sufficient requested resources.

What should the project manager do?

- A. Build a work breakdown structure (WBS).
- B. Develop a project charter.
- C. Build a project management plan.
- D. Develop a strategic plan.

20.项目经理从一家公司的高级管理层收到一份商业论证，该公司之前曾有在项目执行阶段中途放弃项目且不能提供足够要求资源的历史。

项目经理应该怎么做？

- A.制定工作分解结构（WBS）。
- B.制定项目章程。
- C.制定项目管理计划。
- D.制定战略计划。

21. The reassignment of personnel will cause a project delay. What should the project manager do?

- A. Consult the staffing management plan.
- B. Initiate a change request.
- C. Acquire a new resource.
- D. Revise the project schedule.

21.重新分配人员将导致项目延期。项目经理应该怎么做？

- A.查阅人员配备管理计划。
- B.提出变更请求。
- C.招募新资源。
- D.修订项目进度计划。

22. During testing, multiple product defects are identified. What tool or technique should the project manager use to prioritize these defects?

- A. Control chart
- B. Pareto diagram
- C. Variance analysis
- D. Rough order of magnitude estimate (ROM)

22.在测试期间发现了多个产品缺陷，项目经理应使用下列哪项工具或技术为这些缺陷排列优先顺序？

- A.控制度
- B.帕累托图
- C.偏差分析
- D.粗略量级估算（ROM）

23. To communicate the project management plan to key stakeholders, announce the start of the project, and share relevant information, what communication tool should the project manager use?

- A. Status report
- B. Daily stand up
- C. Focus groups
- D. Kick-off meeting

23.若要向关键干系人沟通项目管理计划，宣布项目开始，并分享相关信息，项目经理应当使用什么沟通工具？

- A.状态报告
- B.每日站立会议
- C.焦点小组会议
- D.项目启动大会

24. A project's cost performance index (CPI) is 0.87 and its schedule performance index (SPI) is 1.3. The project sponsor would now like to add new functionalities to the final product.

What should the project manager do?

- A. Analyze the time and cost to add the new functionalities.
- B. Explain to the sponsor that this is scope creep.
- C. Add the functionalities.
- D. Ask the sponsor to issue a change request.

24.项目的成本绩效指数（CPI）为0.87，进度绩效指数（SPI）为1.3。项目发起人现在希望对最终产品添加新功能。

项目经理怎么做？

- A.分析添加新功能的时间和成本。
- B.向项目发起人说明这属于范围蔓延。
- C.添加功能。
- D.要求发起人签发一份变更请求。

25. Six change requests have been submitted for approval because the project's end product is not meeting specifications. The project team checks the records, and all processes are being executed as planned. Initial management expectations were that the entire project could be completed with fewer than three change requests.

What should the project manager do?

- A. Review the activity list, as the items may be too detailed.
- B. Determine if additional risks need to be added to the risk register.
- C. Review inputs to the quality management plan.
- D. Review the work breakdown structure (WBS) activities, as they may lack detail.

25.由于项目的最终产品不能满足技术规范要求，已提交六个变更请求，请求批准。项目团队检查了记录，且所有过程都是按计划执行的。最初管理期望是整个项目能够在少于三个变更请求的情况下完成。

项目经理应该怎么做？

- A.审查活动清单，因为事项可能太过详细。
- B.确定是否需要在风险登记册中添加额外的风险。
- C.审查质量管理计划的输入。
- D.审查工作分解结构（WBS）活动，因为可能缺少细节。

26. After receiving vendor proposals, what should a project manager use to ensure that the lowest price is within the current market range?

- A. Independent estimates
- B. Proposal evaluation techniques
- C. Expert judgment
- D. Analytical techniques

26.收到供应商建议书后，项目经理应使用什么来确保最低报价在当前市场范围内？

- A.独立估算
- B.建议书评价技术
- C.专家判断
- D.分析技术

27. A project manager reviews the schedule performance and calculates that the actual cost (AC) of work completed is 220, the cost variance (CV) is - 20, and the planned value (PV) is 180 What is the project's schedule variance (SV)?

- A.-40
- B.-20
- C.20
- D.40

27.项目经理审查进度绩效，并计算出已完成工作的实际成本（AC）是220，成本偏差（CV）为-20，以及计划价值为180。项目的进度偏差（SV）是多少？

- A.-40
- B.-20
- C.20
- D.40

28. An equipment supplier informs the project manager of a delivery delay. The project manager identifies that this delay will impact the entire project. To maintain the schedule, the project manager decides to shorten the equipment installation time.

What should the project manager do next?

- A. Determine the project's critical path.
- B. Manage the supplier's contract.
- C. Revise the project schedule.
- D. Submit a change request.

28.设备供应商通知项目经理交付延迟。项目经理认识到该延迟将影响到整个项目。为了保持进度计划，项目经理决定缩短设备安装时间。

项目经理下一步应该怎么做？

- A.确定项目关键路径。
- B.管理供应商合同。
- C.修订项目进度计划。
- D.提交变更请求。

29. A project team informs the project manager that a certain risk was mitigated at lower-than-expected costs. What should the project manager do next?

- A. Update the cost management plan.
- B. Perform a risk reassessment.
- C. Revise the contingency reserve.
- D. Inform the stakeholders.

29.项目团队告知项目经理某一特定风险以低于预期成本得到减轻。项目经理下一步该怎么做？

- A.更新成本管理计划。
- B.执行风险再评估。
- C.修订应急储备。
- D.通知干系人。

30. A consultant informs the project manager that an internal customer resource is working on the project and wants to be informed of project status. What document should be updated?

- A. Organization chart
- B. Procurement contract
- C. Communications management plan
- D. Meeting minutes

30.一位顾问告知项目经理，一名内部客户资源正在为项目工作，并希望获知项目状态。哪份文件应更新？

- A.组织图
- B.采购合同
- C.沟通管理计划
- D.会议记录

31. A risk assessment for a website project shows that implementing a specific feature is more complex than expected. This could impact project performance from both cost and schedule perspectives.

What should the project manager do next?

- A. Initiate a change request to scope, add the feature to the scope exclusion, and update the risk register.
- B. Log the risk in the risk register and set up a meeting with key stakeholders to discuss the risk response strategies.
- C. Update the risk register, review the scope, and evaluate risk-response strategies with key stakeholders.
- D. Log the risk in the risk register and continue with the project.

31.一个网站项目的风险评估显示，某个具体功能的实施比预期复杂。这可能同时影响项目的成本和进度绩效。

项目经理下一步应该怎么做？

- A.提出一项范围变更请求，将该功能添加到范围除外情况中，并更新风险登记册
- B.将该风险登记进风险登记册中，并与关键干系人开会讨论风险应对策略。
- C.更新风险登记册，审查范围，并与关键干系人评估风险应对策略。
- D.将该风险登记进风险登记册，并继续项目。

32. A project manager needs advice about a project's critical task from two key subject matter

experts (SMEs). These SMEs have a history of disagreeing while working on past projects.

What should the project manager do?

- A. Create a recognition and rewards program.
- B. Use conflict management techniques.
- C. Review the corporate knowledge base.
- D. Issue a change request for a new SME.

32. 项目经理需要两名关键主题专家 (SME) 对项目关键任务的建议, 这两名主题专家在为过往项目工作时曾有意见不一致的经历。

项目经理应该怎么做?

- A. 创建认可与奖励计划。
- B. 使用冲突管理技术。
- C. 审查企业知识库。
- D. 为新主题专家签发变更请求。

33. A project manager is unable to implement a project because the required resources are unavailable. The project manager is concerned that the project is coming to an end without completion of the deliverable.

What should the project manager do?

- A. Refer to the risk register.
- B. Update the work breakdown structure (WBS).
- C. Update the project management plan.
- D. Escalate to the project stakeholders.

33. 由于必要的资源不可用, 项目经理无法执行项目。项目经理担忧项目临近结束, 却未完成可交付成果。

项目经理应该怎么做?

- A. 查阅风险登记册。
- B. 更新工作分解结构 (WBS)。
- C. 更新项目管理计划。
- D. 上报给项目干系人。

34. A manufacturing company identifies the need for a new line of products. What should the company do to justify this?

- A. Develop a project management plan.
- B. Apply for capital.
- C. Complete a business case.
- D. Market the new product.

34. 一家制造公司为一条新产品生产线识别需求。公司应该怎么做来验证这个需求?

- A. 制定项目管理计划。
- B. 申请资金。
- C. 完成商业论证。
- D. 销售新产品。

35. During project planning, the project manager identifies that there are an extensive number of stakeholders. The project manager asks a team member to classify each stakeholder based on their

potential impact or support so that the communications management plan may be updated to meet expectations.

What should be used to conduct this classification?

- A. Resource assessment
- B. Power/interest grid
- C. Resource histogram
- D. Stakeholder analysis

35. 在项目规划期间，项目经理识别到项目存在大量干系人。项目经理让一名团队成员根据每名干系人的潜在影响或支持来为每名干系人分类，然后才能更新沟通管理计划满足期望。应该使用什么来进行分类？

- A. 资源评估
- B. 权力/利益方格
- C. 资源直方图
- D. 干系人分析

36. What system is a part of the project management information system (PMIS)?

- A. Configuration management
- B. Communication management
- C. Change management
- D. Contract change control

36. 什么系统属于项目管理信息系统（PMIS）的组成部分？

- A. 配置管理
- B. 沟通管理
- C. 变更管理
- D. 合同变更控制

37. A project manager responsible for developing a two-phase product decides that each phase will be completed by different vendors. Senior management has established that phase two must not finish before phase one.

What should the project manager do to prevent execution problems?

- A. Update the risk management plan.
- B. Meet with the vendors.
- C. Talk to senior management.
- D. Update the procurement plan.

37. 负责开发一个两阶段产品的项目经理决定由不同的供应商完成每个阶段。高级管理层已确定第二阶段不得在第一阶段之前完成。

若要防止执行问题，项目经理应该做什么？

- A. 更新风险管理计划。
- B. 与供应商开会。
- C. 与高级管理层讨论。
- D. 更新采购计划。

38. During a project's execution phase, a new project manager takes over and all project documents are transferred. The new project manager identifies that 50 percent of the budget has

been used, the cost performance index (CPI) is 1.05, and the schedule performance index (SPI) is 0.75.

What should the new project manager do next?

- A. Issue a change request.
- B. Update the change management plan.
- C. Crash or fast track the project.
- D. Review the scope management plan.

38. 在项目执行阶段, 新项目经理接管项目, 且所有项目文件已交接。新项目经理确认已经使用了50%的预算, 成本绩效指数(CPI)为1.05, 进度绩效指数(SPI)为0.75。

- A. 签发变更请求。
- B. 更新变更管理计划。
- C. 赶工或快速跟进项目。
- D. 审查范围管理计划。

39. Due to personal reasons, a project team member informs the project manager that they will be out of work for two weeks. This team member is the only resource who can perform a critical-path task.

What document should the project manager update first?

- A. Work breakdown structure
- B. Risk register
- C. Human resource management plan
- D. Project schedule

39. 由于个人原因, 一名项目团队成员通知项目经理将不能工作两周时间, 该团队成员是能够执行一项关键路径任务的唯一资源。

项目经理应首先更新哪一份文件?

- A. 工作分解结构
- B. 风险登记册
- C. 人力资源管理计划
- D. 项目进度计划

40. During a meeting to obtain project management plan approval, the project manager learns that a stakeholder is being replaced. Where should the project manager record this?

- A. Risk register
- B. Stakeholder register
- C. Human resource management plan
- D. Stakeholder management plan

40. 在为获得项目管理计划批准的会议上, 项目经理得知一名干系人已被替换。项目经理应将该信息记录在哪里?

- A. 风险登记册
- B. 干系人登记册
- C. 人力资源管理计划
- D. 干系人管理计划

41. A company decides to implement a new supply chain system that is expected to increase

corporate profits by 15 percent. The finance department is concerned that its workload will increase, and strongly opposes the project.

What should the project manager do?

- A. Manage the stakeholder's expectations
- B. Resolve conflicts to keep the stakeholder satisfied.
- C. Negotiate mutual benefits.
- D. Update the risk management plan.

41. 一家公司决定实施一个新的供应链系统，该系统预计将让企业利润提高15%。财务部门担心其工作量增加，强烈反对该项目。项目经理应该怎么做？

- A. 管理干系人的期望。
- B. 解决冲突，让干系人满意。
- C. 协商互惠互利。
- D. 更新风险管理计划。

42. During project execution, a team member regularly complains that some information is not provided on a timely basis. What should the project manager do?

- A. Check the team member's performance history.
- B. Initiate regular information meetings with all team members.
- C. Hold a one-on-one meeting with the team member
- D. Review the communications management plan.

42. 在项目执行期间，一名团队成员经常抱怨说没有及时提供某些信息。项目经理应该怎么做？

- A. 检查该团队成员绩效历史记录。
- B. 与所有团队成员定期召开情况通报会。
- C. 与该团队成员召开一对一的会议。
- D. 审查沟通管理计划。

43. A project manager is struggling to identify the complete scope of a large project. What should the project manager review?

- A. Project schedule
- B. Work breakdown structure (WBS) and sequence activities
- C. Network diagram
- D. Project charter and requirements documentation

43. 项目经理正在努力识别一个大型项目的完整范围。项目经理应该审查什么？

- A. 项目进度计划
- B. 工作分解结构（WBS）和排列活动顺序
- C. 网络图
- D. 项目章程和需求文档

44. A functional manager needs to know when certain resources allocated to a project will become available for other assignments. What should the project manager provide to the functional manager?

- A. Staff release plan
- B. Resource calendar

C. Responsibility assignment matrix (RAM)

D. Staff acquisition plan

44. 职能经理需要知道分配给某个项目的某些资源何时可以分配到其它任务上。项目经理应该向职能经理提供什么文件？

A. 人员解散计划

B. 资源日历

C. 责任分配矩阵 (RAM)

D. 人员招募计划

45. A project manager assesses team performance following a successful project. Overall, the team improved its performance, moving from a stage where there were no clear roles and responsibilities to a well-organized performing unit.

What types of indicators should the team performance assessment include?

A. Staff turnover rate and incentive plan

B. Individual skill assessment and training

C. Staff turnover rate and individual skill assessment

D. Staff competencies and conflicts

45. 项目经理在一个项目成功之后评估团队绩效。总体来说，团队改进了绩效，从一个没有明确角色与职责的阶段进入组织良好的成熟单位阶段。

团队绩效评估应包含什么指标类型？

A. 人员流失率和激励计划

B. 个人技能评估和培训

C. 人员流失率和个人技能评估

D. 人员的能力和冲突

46. A production line is restarted after a lengthy delay. What tool or technique should the project manager use to validate that the product still meets the required specifications?

A. Cause-and-effect diagram

B. Design of experiments

C. Expert judgment

D. Inspection

46. 在漫长的延期后，生产线重新启动。若要核实产品是否仍然满足要求的技术规范，项目经理应该使用什么工具或技术？

A. 因果图

B. 实验设计

C. 专家判断

D. 检查

47. A company must develop a project management culture to survive in a changing environment. In the past, the organization's vision was driven by the supply department. However, the supply department's vice president (VP), who is a key project stakeholder, refuses to adopt the new culture.

How can alignment with this new culture be obtained?

A. Invite the VP to project meetings.

- B. Speak with the VP to determine the issue's root cause.
- C. Conduct coaching sessions with the VP.
- D. Ask management to schedule a strategic meeting with all project stakeholders.
47. 为了在不断变化的环境中生存下来，公司必须制定项目管理文化。过去，该组织的愿景主要受供应部门驱动。然而，作为关键项目干系人的供应部门副总裁却拒绝采用新文化。如何能够获得对这种新文化的一致认可？
- A. 邀请供应部门副总裁参加项目会议。
- B. 与供应部门副总裁谈话，确定问题的根本原因。
- C. 给供应部门副总裁开辅导课。
- D. 让管理层安排一次所有项目干系人参与的战略会议。
48. A project manager is leading a team developing a new online banking application. After 23 months, the team has spent US\$100,000 on development and has US\$70,000 of the budgeted cost remaining. The targeted completion date is 12 months away, but the team expects completion in nine months. A team member identifies a proven off-the-shelf product that complies with all project specifications, can be purchased for US\$60,000, and can be implemented within eight months.
- What should the project manager consider?
- A. The to-complete performance index (TCPI)
- B. Customer or project sponsor acceptance
- C. The amount already spent on development
- D. Make-or-buy analysis
48. 项目经理正在领导一支团队开发新的在线银行应用程序。23个月后，团队在开发方面已支出100,000美元，剩余预算成本只有70,000美元。目标完成日期还有12个月，但是团队预期在九个月内就能完成。一名团队成员发现一款成熟的现货产品满足所有项目规范，能够以60,000美元的价格购买到，且能够在八个月内实施。
- 项目经理应该考虑什么？
- A. 完工尚需绩效指数（TCPI）
- B. 客户或项目发起人验收
- C. 开发方面已支出的金额
- D. 自制或外购分析
49. A project manager, newly assigned to project A, learns that the project is behind schedule due to insufficient human resources. Economic constraints deter the company from recruiting new staff. However, the project manager discovers that project B is nearing completion.
- To ensure the scheduled delivery of project A, what should the project manager do?
- A. Wait until Project B is complete, then allocate the resources to project A
- B. Negotiate and influence for the required resources.
- C. Require project B's team members to work on project A.
- D. Require project A's team members to work overtime.
49. 项目经理刚刚被任命管理项目A，了解到由于人力资源不足，项目落后于进度。经济制约因素阻碍了公司招募新员工。但是，项目经理发现项目B即将完工。
- 若要确保项目A按进度计划交付，项目经理应该怎么做？
- A. 等到项目B完工，然后分配资源给项目A。

- B. 协商并影响需要的资源。
- C. 要求项目B的团队成员为项目A工作。
- D. 要求项目A的团队成员加班工作。

50. A company is as a performing organization on an infrastructure development project sponsored by the government. After recent elections, all ongoing, government-sponsored infrastructure projects are put on hold for review.

What project document should the project manager update?

- A. Scope management plan
- B. Issue log
- C. Risk register
- D. Project schedule

50. 一家公司作为一个由政府发起的基础设施开发项目执行组织。最近选举后，所有正在进行的政府发起的基础设施项目均被搁置审查。

项目经理应该更新哪份项目文件？

- A. 范围管理计划
- B. 问题日志
- C. 风险登记册
- D. 项目进度计划

51. A project manager receives the approved project charter for a new project. The project manager organizes a meeting with the sales director, human resource manager, and other key team members to check and confirm the roles, responsibilities, and expectations of everyone who may be impacted by the project.

What will be produced as a result of this meeting?

- A. Stakeholder communication channels
- B. Stakeholder analysis matrix
- C. Stakeholder classification
- D. Stakeholder register

51. 项目经理收到一个新项目的已批准项目章程。项目经理安排了一次会议，与销售总监、人力资源经理以及其他关键团队成员一起，检查并确认可能受到项目影响的每个人的角色、职责和期望。

这个会议将会产生什么结果？

- A. 干系人沟通渠道
- B. 干系人分析矩阵
- C. 干系人分类
- D. 干系人登记册

52. A project manager takes over a struggling project and learns that the team is frustrated by the way the former project manager interacted with them. The team was concerned that the former project manager made key decisions without involving them.

What motivational theory describes the former project manager?

- A. Theory Y
- B. Maslow's hierarchy of needs

C. Motivation-hygiene theory

D. Theory X

52. 项目经理接管了一个苦苦挣扎的项目，了解到团队对前任项目经理与他们的互动方式感到失望。团队对前任项目经理在没有团队参与的情况做出关键决策感到担忧。

哪种激励理论描述的是前任项目经理？

A. Y理论

B. 马斯洛需求层次理论

C. 激励-保健理论

D. X理论

53. An engineer is conducting a facility upgrade project. During a meeting to explain the intent of the deliverable, contractors ask multiple questions that the engineer is unable to answer. At the end of the meeting, the engineer asks the contractors to submit proposals based on their own understanding of the deliverable.

What should the project manager have completed to obtain a clearer vision of the deliverable?

A. Work breakdown structure (WBS)

B. Project management plan

C. Project scope

D. Project charter

53. 一名工程师正在从事个设施升级项目。在项目可交付成果目的说明会上，承包商询问了多个工程师无法回答的问题。会议结束后，工程师让承包商根据他们自己对可交付成果的理解提交建议书。

若要获得更为明确的可交付成果愿景，项目经理应事先完成哪一项？

A. 工作分解结构（WBS）

B. 项目管理计划

C. 项目范围

D. 项目章程

54. A stakeholder complains that notification of the project's delayed delivery was not received.

What should the project manager have done to prevent this?

A. Updated the requirements traceability matrix

B. Reviewed the communications management plan

C. Reviewed the risk management plan

D. Updated the stakeholder register

54. 一名干系人抱怨说未收到项目延期交付的通知，若要防止这个问题，项目经理应该事先做什么？

A. 更新需求跟踪矩阵

B. 审查沟通管理计划

C. 审查风险管理计划

D. 更新干系人登记册

55. A project manager wants to perform forecasting to determine if a project will meet its cost and schedule goals. What source provides the information to create this forecast?

A. Work performance information

- B. Work performance reports
- C. Work performance data
- D. Work performance baseline

55. 项目经理希望执行预测，确定项目是否满足其成本和进度目标。哪个来源将提供创建这项预测的信息？

- A. 工作绩效信息
- B. 工作绩效报告
- C. 工作绩效数据
- D. 工作绩效基准

56. A vendor notifies the project manager that a requirement cannot be met. To what document should the project manager refer to determine how change requests are handled for this vendor's contract?

- A. Change management plan
- B. Project management plan
- C. Statement of work (SOW)
- D. Procurement agreement

56. 供应商通知项目经理无法满足一项需求。项目经理应查阅哪一份文件来确定如何处理此供应商合同的变更请求？

- A. 变更管理计划
- B. 项目管理计划
- C. 工作说明书(SOW)
- D. 采购协议

57. A project manager receives three cost estimates for an item:

Optimistic (tO), US\$1,500

Most likely (tM), US\$2,000

Pessimistic (tP), US\$4,000

The project manager uses US\$2,250 in the cost management plan.

What method did the project manager use for this calculation?

- A. Beta distribution
- B. Bottom up estimating
- C. Expert judgment
- D. Triangular distribution

57. 项目经理收到某个产品的成本估算：

乐观（tO），1500美元

最可能（tM），2000美元

悲观（tP），4000美元

项目经理在成本管理计划中使用2250美元。

项目经理在这个计算中使用了什么方法？

- A. 贝塔分布
- B. 自下而上估算
- C. 专家判断
- D. 三角分布

58. New software must be manufactured by a specific, non-negotiable date, and scope and costs cannot be changed. Deliverables from previous phases of the project are already late. Before manufacturing the software, what should the project manager use to plan the testing phase schedule?

- A. Crashing
- B. Fast tracking
- C. Risk control
- D. Quality control

58.新软件必须在一个确切的、不可协商的日期制造完成，且不能变更范围和成本。项目前几个阶段的可交付成果已经延迟。

在制造软件之前，项目经理应使用什么来制定测试阶段的进度计划？

- A.赶工
- B.快速跟进
- C.风险控制
- D.质量控制

59. A Project resource is missing assigned task deadlines. The resource complains that additional tasks were assigned by their supervisor.

What should the project manager do?

- A. Provide a written warning to the resource.
- B. Hire additional resources.
- C. Analyze the situation with the resource and their supervisor.
- D. Identify project priorities with the project management office (PMO).

59.一名项目资源错过分配任务的期限。该资源抱怨说其主管分配了额外任务。

项目经理应该怎么做？

- A.向该资源提出书面警告。
- B.聘用额外的资源。
- C.与该资源及其主管一起分析情况。
- D.与项目管理办公室（PMO）一起确定项目优先次序。

60. A company decides to outsource its technical support center. After a proof of concept project, many users complain about miscommunication, so the company discontinues the project to outsource the support center.

What drove this decision?

- A. Acceptance testing
- B. Product reviews
- C. Threshold control limit
- D. Customer feedback

60.公司决定外包其技术支持中心。在一个概念项目验证后，许多用户抱怨沟通不畅，因此该公司中止该项目外包支持中心。

这项决定的驱动因素是什么？

- A.验收测试
- B.产品审查

- C. 阈值控制界限
- D. 客户反馈

61. A key stakeholder is concerned about the delivery of the next work package and the costs associated with the next phase. Where should the project manager find this information?

- A. Issue log report
- B. Procurement statement of work (SOW)
- C. Work performance report
- D. Control chart

61. 一名关键干系人担心下一个工作包的交付以及与下个阶段相关的成本。项目经理可以从哪里找到这个信息？

- A. 问题日志报告
- B. 采购工作说明书（SOW）
- C. 工作绩效报告
- D. 控制图

62. During an equipment upgrade project, the project manager requests weekly progress reports from a provider. The provider states that only one final report is required. What document should be reviewed to validate this?

- A. Responsible, accountable, consult, and inform (RACI) matrix
- B. Work breakdown structure (WBS)
- C. Communications management plan
- D. Agreement

62. 在一个设备升级项目期间，项目经理要求供应商每周提供进度报告。该供应商提出只需提交一份最终报告即可。

若要核实这一点，应该查阅哪一份文件？

- A. 执行、负责、咨询和知情（RACI）矩阵
- B. 工作分解结构（WBS）
- C. 沟通管理计划
- D. 协议

63. A project manager meets with two Key stakeholders who each identify events that will create significant project risks. With only limited resources available, what should the project manager do?

- A. Develop a risk-ranking table.
- B. Perform a qualitative risk analysis.
- C. Perform a quantitative risk analysis.
- D. Update the risk management plan.

63. 项目经理与两名关键干系人开会，这两名干系人都识别到将产生严重项目风险的事件。由于只有有限的资源可用。项目经理应该怎么做？

- A. 制定风险排序表。
- B. 执行定性风险分析。
- C. 执行定量风险分析。
- D. 更新风险管理计划。

64. A project manager organizes a group activity to discuss a solution for a recent issue. At the end of the session, several ideas are generated and sorted into groups for review and analysis.

What group creativity technique is being used?

- A. Brainstorming
- B. Delphi technique
- C. Idea/mind mapping
- D. Affinity diagram

64. 项目经理组织了一次群体活动，来讨论最近一个问题的解决方案。会议结束时，产生了多个意见，并分成不同类别进行审查和分析。

这使用的是哪种群体创新技术？

- A. 头脑风暴
- B. 德尔菲技术
- C. 概念/思维导图
- D. 亲和图

65. A contractor requests a change that will impact the client's project and business objectives. The change order requires immediate approval to prevent a shut-down of the project.

What should the project manager do?

- A. Negotiate with the contractor to minimize the impact.
- B. Approve the change due to its urgency.
- C. Discontinue work until other alternatives are explored.
- D. Request project sponsor approval.

65. 承包商请求一项变更，但该变更将影响客户的项目和商业目标。变更通知单要求立即批准，以防项目停工。

项目经理应该怎么做？

- A. 与承包商协商，尽可能减少影响。
- B. 由于其紧急性，批准变更。
- C. 中止工作，直到探索到其它可选方案。
- D. 请求项目发起人批准。

66. During a brainstorming session, the project team develops a series of response strategies to mitigate the impact of a power failure during the commissioning phase of a new office building.

What should the project manager consider when choosing the best strategy?

- A. Lowest cost
- B. Ease of implementation
- C. Cost effectiveness
- D. Ability to provide quick results

66. 在一次头脑风暴会议期间，项目团队制定了一系列应对策略，以减轻在新办公楼调试阶段电源故障的影响。选择最佳战略时，项目经理应考虑什么？

- A. 最低成本
- B. 易于实施
- C. 成本效益
- D. 能够提供快速结果

67. A new project manager assumes an ongoing project where 50 percent of project team members are outsourced. The project manager discovers that the outsourced team members are delivering production documentation that is noncompliant with company standards.-

What should the project manager do?

- A. Review the human resource management plan to educate the resources on company standards.
- B. Follow the actions outlined in the procurement documents.
- C. Conduct performance assessments, and then begin the termination process.
- D. Reassign the work to team members familiar with company standards.

67. 一名新项目经理负责管理一个正在进行中的项目，其中50%的项目团队成员均属于外包。项目经理发现外包团队成员交付的生产文档与公司标准不符。

项目经理应该怎么做？

- A. 审查人力资源管理计划，教育这些资源遵循公司标准。
- B. 遵循采购文件中描述的行动。
- C. 开展绩效评估，然后开始终止过程。
- D. 将工作重新分配给熟悉公司标准的团队成员。

68. During a project's schedule review, the project manager notices variances in activity late dates that exceed accepted thresholds. The project manager submits a change request to the project owner for an increase in the time to complete.

What analysis should the project manager perform to support this request?

- A. Earned value management (EVM)
- B. Trend
- C. Reserve
- D. Baseline

68. 在项目进度审查期间，项目经理注意到活动最晚日期偏差超出接受的阈值。项目经理向项目业主提交了一项变更请求，增加完成时间。

项目经理应执行什么分析来支持这项请求？

- A. 挣值管理（EVM）
- B. 趋势
- C. 储备
- D. 基准

69. A project team member reports a potential risk during project execution. What tool or technique supports risk control?

- A. Quantitative risk analysis
- B. Risk register
- C. Risk audit
- D. Qualitative risk analysis

69项目团队成员报告了项目执行期间的一个潜在风险。哪一项工具或技术支持风险控制？

- A. 定量风险分析
- B. 风险登记册
- C. 风险审计
- D. 定性风险分析

70. A project manager recently removed a difficult team member from a project, yet team morale has not improved. What should the project manager do next?

- A. Reward individual high performers.
- B. Set up an emergency meeting with team members.
- C. Temporarily disengage unmotivated team members.
- D. Reward team performance.

70. 项目经理最近将一名难对付的团队从项目中开除，但仍未提振团队士气。项目经理下一步应该怎么做？

- A. 奖励表现卓越的个人。
- B. 与团队成员召开一次紧急会议。
- C. 暂时解除不自觉的团队。
- D. 奖励团队绩效。

71. During a team meeting, a team member states that a previously identified risk should be closed. What should the project manager do?

- A. Use expert judgment.
- B. Schedule periodic risk reassessments.
- C. Conduct a root cause analysis.
- D. Perform a qualitative risk analysis.

71. 在团队会议期间，团队成员提出之前识别的风险应关闭。项目经理应该怎么做？

- A. 使用专家判断。
- B. 安排定期风险再评估。
- C. 开展根本原因分析。
- D. 执行定性风险分析。

72. A third-party vendor is required to provide expert support on an innovative project with a poorly defined scope and an uncertain duration. What is a possible result of using a firm fixed price (FFP) contract with the vendor?

- A. The contract could include rates for unit labor or material that may impact costs.
- B. The contract price could increase with any change in scope.
- C. The contract price could be adjusted by inflation.
- D. The contract price could include cost reimbursements.

72. 一个范围定义较差且工期不确定的创新项目需要第三方供应商提供专家支持。与供应商使用固定合同价合同（FFP）的可能结果是什么？

- A. 合同可能包含可能影响成本的单位人工或材料费率。
- B. 合同价格可以随任何范围变化而增加。
- C. 合同价格可以随通货膨胀的调整而调整。
- D. 合同价格可能包含成本补偿。

73. A company plans to invest US\$1 million in the development of a new product. According to a feasibility study, the new product will create revenues of US\$300,000 in the first year and US\$400,000 in each of the two subsequent years.

Based on the assumption that the discount rate is 10 percent, what are the statuses of the project's

net present value (NPV) and feasibility?

- A. NPV is positive and feasibility is negative.
- B. NPV is negative and feasibility is negative
- C. NPV is positive and feasibility is positive
- D. NPV is negative and feasibility is positive.

73. 公司计划投资100万美元开发一项新产品。根据可行性研究，新产品将在第一年创造30万美元的收入，在随后两年每年创造40万美元的收入。

根据折现率为10%的假设条件，项目的净现值（NPV）和可行性情况如何？

- A. NPV为正的，可行性为负的。
- B. NPV为负的，可行性为负的。
- C. NPV为正的，可行性为正的。
- D. NPV为负的，可行性为正的。

74. A project manager transitions the final product to the client and releases the project team. The client later calls the project manager and states that a new feature is required.

What should the project manager do?

- A. Create a change request.
- B. Recall the project team members.
- C. Advise the client to initiate a new project.
- D. Inform the project steering committee.

74. 项目经理将最终产品移交给客户，并解散项目团队。客户后来联系项目经理，需要添加一个新功能。

项目经理应该怎么做？

- A. 创建变更请求。
- B. 召回项目团队成员。
- C. 建议客户启动一个新项目。
- D. 通知项目指导委员会。

75. In a virtual organization, what should be done to manage the flow of project information during the planning stage?

- A. Develop a structured communications management plan.
- B. Establish a formal channel for communications.
- C. Assemble a team of people that work in the same time zone.
- D. Review lessons learned from previous virtual projects.

75. 在一个虚拟组织中，应事先完成下列哪一项来管理规划阶段的项目信息流？

- A. 制定结构化的沟通管理计划。
- B. 制定正式的沟通渠道。
- C. 组建一支在相同时区工作的人员团队。
- D. 审查过往虚拟项目的经验教训。

76. A project team consists of some team members who are actively involved and some who are passive. What tool or technique should the project manager use to obtain the best outcome to identify risks?

- A. Expert judgment

- B. Delphi
- C. Three-point
- D. Survey

76. 项目团队由多名团队成员组成，一些成员积极参与项目，而另一些成员却比较消极。若要获得识别风险的最佳结果，项目经理应该使用哪一项工具或技术？

- A. 专家判断
- B. 德尔菲技术
- C. 三点估算法
- D. 调查

77. A team member is inconsistent with the delivery of tasks and has been late for the last three project status meetings. This impacts the project's critical path. What should the project manager do?

- A. Speak privately with the team member.
- B. Remove the team member from critical-path tasks.
- C. Address the issue during the next project status meeting.
- D. Ignore the issue.

77. 一名团队成员不遵守任务交付时间，过去三次项目状态会议都迟到。这影响到项目关键路径。

项目经理应该怎么做？

- A. 与该团队成员私下谈谈。
- B. 将该团队成员从关键路径任务上移除。
- C. 在下次项目状态会议上解决该问题。
- D. 忽视该问题。

78. To understand the requirements of a new project, what should a project manager review first?

- A. Business case
- B. Statement of work (SOW)
- C. Agreements
- D. Organizational process assets

78. 若要了解新项目的需求，项目经理首先应查阅什么？

- A. 商业论证
- B. 工作说明书（SOW）
- C. 协议
- D. 组织过程资产

79. A dedicated, specialized resource for a critical activity asks to work from home beginning next month. The project requires this team member to work on site for the next three months.

What should the project manager do?

- A. Ask management for a replacement.
- B. Discuss this issue with the team member's manager.
- C. Analyze the impact of the team member working off site.
- D. Immediately discuss this issue with the team member.

79. 一项关键活动的专用、专业资源要求从下个月开始在家里工作。项目要求该团队成员未

来三个月在现场工作。

项目经理应该怎么做？

- A. 向管理层要求替换。
- B. 与团队成员的经理讨论该问题。
- C. 分析该团队成员不在现场工作的影响。
- D. 立即与团队成员讨论该问题。

80. A project manager will communicate with three community members and three internal customers. How many communication channels will the project have?

- A. 10
- B. 15
- C. 21
- D. 36

80. 项目经理将与三名社区成员和三名内部客户沟通。项目将有多少个沟通渠道？

- A. 10
- B. 15
- C. 21
- D. 36

81. A new product requires an extensive recall that incurs costs. What should the project manager have done to reduce the chance of a recall?

- A. Held in-process product inspections
- B. Instituted rigorous procurement processes
- C. Obtained insurance
- D. Adhered to the risk management process

81. 一项新产品需要导致成本的广泛召回。若要降低召回几率，项目经理应该怎么做？

- A. 进行在制品检查
- B. 实行严格的采购过程
- C. 办理保险
- D. 遵守风险管理过程

82. A project manager receives a project charter and schedules an initial kick-off meeting.

However the meeting is poorly attended by company resources.

What should the project manager have considered to avoid this?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. Agreements
- D. Communications management plan

82. 项目经理收到项目章程，并安排召开一次初步项目启动大会。然而，参加这次会议的公司资源很少。

若要避免这个问题，项目经理应该考虑哪一点？

- A. 组织过程资产
- B. 事业环境因素
- C. 协议

D.沟通管理计划

83. A project manager identifies and documents the specific actions that produce project deliverables by breaking down work packages into activities. What document will be produced as a result?

- A. Resource breakdown structure (RBS)
- B. Activity resource requirements
- C. Milestone list
- D. Activity duration estimates

83.项目经理通过将工作包分解到活动中去，识别并记录产生项目可交付成果的具体行动，结果将产生 哪一份文件？

- A.资源分解结构（RBS）
- B.活动资源需求
- C.里程碑清单
- D.活动持续时间估算

84. A project manager plans to deploy a global project in one month. However, several managers have contacted the project sponsor indicating a lack of awareness of project deliverables. What should the project manager have done during planning?

- A. Conducted a project impact analysis, scheduled activities, and taken actions
- B. Reviewed project charter to clarify scope
- C. Scheduled weekly risk review meetings
- D. Identified project stakeholders and included them in the communications management plan

84.项目经理计划在一个月内部署一个全球性项目。但是，多名经理联系项目发起人，表示缺乏对项目可交付成果的认识。

规划期间，项目经理应完成下列哪一项？

- A.开展项目影响分析、安排进度活动并采取行动
- B.审查项目章程澄清范围
- C.安排每周风险审查会议
- D.识别项目干系人，并将其包含进沟通管理计划中

85. During project implementation, the project manager used icebreaker exercises in which multiplies conflicts arose due to team members' behavioral differences. Now, team members are adjusting to each other's work habits, beginning to resolve issues, and working well together. What stage of team development is the team experiencing now?

- A. Forming
- B. Storming
- C. Norming
- D. Performing

85.在项目实施期间，项目经理使用破冰方法，但由于团队成员的行为差异，产生了许多冲突。现在团队成员已经适应彼此的工作习惯，开始解决问题，合作得很好。

团队正在经历团队建设的哪一阶段？

- A.形成阶段
- B.振荡阶段

C.规范阶段

D.成熟阶段

86. At a weekly meeting during project implementation, a project manager presents the programming manager with an updated, departmental-resource expense report. What helped the project manager obtain this information?

- A. Responsibility assignment matrix (RAM)
- B. Organizational breakdown structure (OBS)
- C. Work breakdown structure (WBS)
- D. Resource breakdown structure (RBS)

86.在项目实施期间的周会上，项目经理向项目群经理提交一份更新后的部门资源开支报告。下列哪项可以帮助项目经理获得这个信息？

- A.责任分配矩阵（RAM）
- B.组织分解结构（OBS）
- C.工作分解结构（WBS）
- D.资源分解结构（RBS）

87. At the end of a project, the project manager discovers that several regulatory requirements went omitted from the approved scope and, therefore, not addressed. What should the project manager do next?

- A. Initiate a change request to address these requirements.
- B. Instruct team members to make the changes before closing the project.
- C. Start a new project with these requirements as the scope.
- D. Use the management reserve to address these requirements.

87.在项目结束时，项目经理发现已批准的范围中遗漏多项法规要求，因此导致未解决。项目经理下一步应该怎么做？

- A.提出一项变更请求，解决这些要求。
- B.指示团队成员在项目收尾之前进行变更。
- C.开始一个新项目，将这些要求作为范围。
- D.使用管理储备来解决这些要求。

88. A project manager is planning a new multi-company project that has several stakeholders per company. What communication method should the project manager use?

- A. Interactive
- B. Push
- C. Pull
- D. Selective

88.项目经理正在规划一个新的多公司参与项目，每家公司都有多名项目干系人。项目经理应该使用什么沟通方法？

- A.交互式沟通
- B.推式沟通
- C.拉式沟通
- D.选择

89. A new project manager takes on an ongoing, multi-phase project. What inputs should the project manager use to identify the project's risks and assumptions?

- A. Project costs, project schedule, and project documents
- B. Project charter, organizational process assets, and enterprise environmental factors
- C. Cost management, schedule management, and quality management plans
- D. Risk register, stakeholder register, and expert judgment

89. 一名新项目经理接管一个正在进行当中的多阶段项目。项目经理应使用哪些输入来识别项目风险和假设条件？

- A. 项目成本、项目进度计划和项目文件
- B. 项目章程、组织过程资产和事业环境因素
- C. 成本管理、进度管理和质量管理计划
- D. 风险登记册、干系人登记册和专家判断

90. A company is working to create an innovative product to address an identified business opportunity. A senior manager is trying to determine what risks could be faced during implementation. The senior manager asks the plant manager if there is sufficient plant capacity and then speaks with the vice president (VP) of finance regarding the available budget and the financial performance of a previous similar project.

What is the project manager doing?

- A. Determining the position of the main stakeholders to develop an influence/impact grid
- B. Gathering information to develop a risk management plan
- C. Applying expert judgment to develop a work breakdown structure (WBS) and a schedule
- D. Gathering information to develop a project charter

90. 一家公司正着手打造一个创新产品，以解决一个已识别到的商业机会。一名高级经理尝试确定在实施过程中可能面临哪些风险。该高级经理就工厂产能是否足够询问工厂经理，然后与财务副总裁（VP）讨论可用预算以及之前类似项目的财务绩效。

项目经理执行的是下列哪一项？

- A. 确定主要干系人的职位，制定影响/作用方格
- B. 收集信息制定风险管理计划
- C. 应用专家判断，制定工作分解结构（WBS）和进度计划
- D. 收集信息制定项目章程

91. A project manager planning a large procurement activity wants to communicate with all prospective vendors before submitting a proposal. What tool or technique should the project manager use?

- A. Bidder conference
- B. Vendor bid analysis
- C. Make-or-buy analysis
- D. Procurement audit

91 项目经理正在规划一个大型采购活动，希望在提交建议书之前与所有潜在供应商沟通。项目经理使用什么工具或技术？

- A. 投标人会议
- B. 卖方投标分析
- C. 自制或外购分析

D.采购审计

92. A project manager defines the acceptance criteria for project deliverables. Where should these be recorded?

- A. Project charter
- B. Project scope statement
- C. Requirements management plan
- D. Work breakdown structure (WBS)

92.项目经理为项目的可交付成果定义验收标准。这些应记录在哪里？

- A.项目章程
- B.项目范围说明书
- C.需求管理计划
- D.工作分解结构（WBS）

93. A small project with a short duration requires the procurement of steel rods from an outside supplier. While the unit price of the steel rods is mutually agreed to by both parties, it is impossible to determine the quantity of steel or the project's duration with any degree of confidence.

What type of contract should be used?

- A. Firm fixed price (FFP)
- B. Cost-plus fixed fee (CPFF)
- C. Cost plus incentive fee (CPIF)
- D. Time and material (T&M)

93.一个工期短的小项目要求从外部供应商采购钢棒。虽然双方共同约定了钢棒的单价，但不可能有任何信心确定钢棒数量或项目持续时间。

这应该使用哪一个合同类型？

- A.固定总价合同（FFP）
- B.成本加固定费用合同（CPFF）
- C.成本加激励费用合同（CPIF）
- D.工料合同（T&M）

94. A project manager discovers a new risk that may impact the project's schedule. What should the project manager do first?

- A. Create mitigation and contingency plans.
- B. Determine the risk's probability and impact.
- C. Schedule a team meeting.
- D. Determine how to monitor the risk.

94.项目经理发现一个新风险，可能影响项目进度计划。项目经理首先应该做什么？

- A.创建减轻和应急计划。
- B.确定风险的概率和影响。
- C.安排一次团队会议。
- D.确定如何监督风险。

95. A construction company is contracted by the local government to build a bridge. The project

manager completed the work breakdown structure (WBS) and now must estimate the budget.

What tool or technique should the project manager use?

- A. Cost aggregation
- B. Reserve analysis
- C. Funding limit reconciliation
- D. Historical relationships

95. 一家施工公司承包了当地政府的一个桥梁建设项目。项目经理完成了工作分解结构，现在必须估算预算。

项目经理使用的是什么工具或技术？

- A. 成本汇总
- B. 储备分析
- C. 资金限制平衡
- D. 历史关系

96. A client has an issue with a member of the project team- Once the issue has been addressed and the client approves the resolution, what should the project manager do next?

- A. Review the number of communication channels.
- B. Request a meeting with the client.
- C. Update the issue log.
- D. Update the client communications requirements.

96. 客户与其中一名项目团队成员存在问题。一旦问题得到解决，且客户批准决议，项目经理下一步应该怎么做？

- A. 审查沟通渠道的数量。
- B. 请求与客户开会。
- C. 更新问题日志。
- D. 更新客户沟通需求。

97. What should a project manager use to archive contract and procurement documentation?

- A. Records management system
- B. Project management plan
- C. Lessons learned documentation
- D. Contract change control system

97. 项目经理应使用什么来存档合同和采购文档？

- A. 记录管理系统
- B. 项目管理计划
- C. 经验教训文档
- D. 合同变更控制系统

98. Company A wins a bid to deploy a new enterprise resource planning (ERP) system at company

B. After all major work on the project is complete, company B's production manager states that the ERP system does not meet the company's requirements.

What should the project manager review?

- A. Request for proposal (RFP)
- B. Change management plan

C. Statement of work (SOW)

D. Procurement agreement

98. 公司A中标，要在公司B部署一个新的企业资源规划（ERP）系统。完成项目的所有主要工作后，公司B的生产经理指出ERP系统不能满足公司的要求。

项目经理应该审查什么？

A. 建议邀请书（RFP）

B. 变更管理计划

C. 工作说明书（SOW）

D. 采购协议

99. Due to organizational changes, a project sponsor requests a shorter timeline for the final project deliverable. What should the project manager do?

A. Inform the sponsor that the request is not in the approved project plan.

B. Review the human resource management plan to determine if extra resources may be hired.

C. Review the change management plan for approved changes.

D. Hire more resources.

99. 由于组织变更，项目发起人要求缩短最终项目可交付成果的时间表。项目经理应该怎么做？

A. 告知项目发起人这项要求不在批准的项目计划内。

B. 审查人力资源管理计划，确定是否可以聘用额外资源。

C. 审查已批准变更的变更管理计划。

D. 聘用更多资源。

100. A project manager discovers that a project's earned value (EV) is smaller than its planned value (PV), and that its EV is more than its actual cost (AC). To meet planned schedule and budget requirements, what should the project manager do?

A. Release some resources.

B. Submit scope change request.

C. Apply resource smoothing.

D. Consider fast tracking.

100. 项目经理发现项目的挣值（EV）小于计划价值（PV），且其EV大于其实际成本（AC）。为满足计划的进度和预算要求，项目经理应该怎么做？

A. 解散一些资源。

B. 提交范围变更请求。

C. 应用资源平滑。

D. 考虑快速跟进。

101. What should the project manager do to meet expectations with future deliverables?

A. Review the quality management plan.

B. Perform quality assurance.

C. Implement a change request.

D. Execute quality control.

101. 一家公司与一个客户签订了多个项目的合同。完成第一个项目时，客户对可交付成果不满意，希望重新评价剩余项目。

项目经理应该怎么做来满足对未来可交付成果的期望？

- A. 审查质量管理计划。
- B. 实施质量保证。
- C. 实施变更请求。
- D. 执行质量控制。

102. A project in the execution phase has been on hold for three months due to the project manager's resignation. When a new project manager is assigned, what should they do first?

- A. Review the schedule management plan.
- B. Review the project management plan.
- C. Obtain customer feedback on needs and expectations.
- D. Refer to the milestone schedule.

102. 由于项目经理辞职，一个处于执行阶段的项目已暂停三个月时间。任命新项目经理后，新项目经理首先应该做什么？

- A. 审查进度管理计划。
- B. 审查项目管理计划。
- C. 获得客户对需求和期望的反馈。
- D. 查阅里程碑进度计划。

103. A project manager assigned to a large construction project receives a request to increase the size of the building by 10 floors. The project manager conducts the Perform Integrated Change Control process and the change request is approved.

What should the project manager do next?

- A. Notify the project sponsor and invoice the customer.
- B. Perform a qualitative risk assessment and update the risk register.
- C. Assess the impact of the change and communicate with the project team.
- D. Update the project management plan and implement the change.

103. 项目经理被任命管理一个大型施工项目，收到一个增加10层建筑物规模的要求。项目经理开展了实施整体变更控制过程，且变更请求已获得批准。

项目经理下一步应该怎么做？

- A. 通知项目发起人，并向客户开具发票。
- B. 执行定性风险评估并更新风险登记册。
- C. 评估变更的影响并与项目团队沟通。
- D. 更新项目管理计划并实施变更。

104. While testing the new software for an implementation project, two departments realize they will need to adjust their operational procedures. What tool or technique should be used to accomplish

- A. Control chart
- B. Delphi technique
- C. Ishikawa diagram
- D. Process flow chart

104. 对一个实施项目的新软件进行测试时，两个部门认识到他们将需要调整操作程序。应使用哪一项工具或技术来完成这项工作？

- A. 控制图
- B. 德尔菲技术
- C. 石川图
- D. 过程流程图

105. What tools or techniques may be used to control risks?

- A. Reserve analysis, issue log, and risk audits
- B. Risk audits, reserve analysis, and quality audits
- C. Brainstorming, risk reassessment, and status meetings
- D. Risk audits, variance and trend analysis, and reserve analysis

105. 可以使用哪一项工具或技术来监督风险?

- A. 储备分析、问题日志和风险审计
- B. 风险审计、储备分析和质量审计
- C. 头脑风暴、风险再评估和状态会议
- D. 风险审计、偏差和趋势分析以及储备分析

106. During project execution, a project team finds repeated defects with a supplier's deliverables. What should the project manager do?

- A. Perform a quality audit.
- B. Discuss the problem with the supplier's senior management.
- C. Review the procurement agreement.
- D. Create a change request with the supplier.

106. 在项目执行期间, 项目团队发现一个供应商的可交付成果重复出现缺陷。项目经理应该怎么做?

- A. 执行质量审计。
- B. 与该供应商的高级管理层讨论该问题。
- C. 审查采购协议。
- D. 与供应商一起创建变更请求。

107. During a project site meeting, the project manager informs the company of a variation in the agreed scope. By the next meeting, the company has still not addressed this issue.

What should the project manager do?

- A. Update the progress schedule to indicate the correct status.
- B. Update the work performance report
- C. Verify the communications management plan.
- D. Reassign the issue to the company.

107. 在项目现场会议期间, 项目经理通知公司约定范围存在偏差, 在下一次会议前, 公司仍未解决这个问题。

项目经理应该怎么做?

- A. 更新进度计划, 显示正确的状态。
- B. 更新工作绩效报告。
- C. 确认沟通管理计划。
- D. 将该问题重新分配给公司。

108. A project manager decides to subcontract some tasks to an external service provider. What process ensures that the service provider's performance meets contractual requirements?

- A. Control Charts
- B. Control Procurements
- C. Procurement Negotiations
- D. Contracts Change Control System

108. 项目经理决定将一些任务分包给外部服务提供商。哪个过程能确保服务提供商的绩效满足合同要求？

- A. 控制图
- B. 控制采购
- C. 采购谈判
- D. 合同变更控制系统

109. A new resource from a competing company is added to a project team. The new project team member attempts to incorporate different processes than those that are approved

What should the project manager do to help the new employee conform to approved processes?

- A. Gather relevant information to address the issue.
- B. Explain the employee's roles and responsibilities.
- C. Conduct a performance appraisal.
- D. Ask another project team member to coach the new employee during work hours

109. 来自竞争公司的一名新资源加入项目团队。新项目团队成员试图纳入一些与已批准过程不同的过程。

项目经理应该怎么做来帮助新员工遵循批准的过程？

- A. 收集相关信息来解决这个问题。
- B. 说明该员工的角色和职责。
- C. 开展绩效评估。
- D. 让另一名项目团队成员在工作时间指导新员工。

110. A project manager completes the development of the project charter and reviews it with key stakeholders. What should the project manager do next?

- A. Develop the project management plan.
- B. Conduct a kick-off meeting with the project team.
- C. Obtain project charter approval from the sponsor.
- D. Obtain project charter approval from the stakeholders.

110. 项目经理完成项目章程的制定，并与关键干系人一起审查项目章程。项目经理下一步应该怎么做？

- A. 制定项目管理计划。
- B. 与项目团队一起召开项目启动大会。
- C. 获得项目发起人对项目章程的批准。
- D. 获得干系人对项目章程的批准。

111. The project sponsor wants a project status update. What method should the project manager use

- A. Critical path method

- B. Procurement data flow analysis
- C. Expected monetary value (EMV) analysis
- D. Earned value management (EVM)

111. 项目发起人希望更新项目状态。项目经理应该使用下列哪种方法？

- A. 关键路径法
- B. 采购数据流分析
- C. 预期货币价值 (EMV) 分析
- D. 挣值管理 (EVM)

112. A project manager advises the project sponsor of an issue with a project's external dependency. A project partner needs to upgrade its point-of-sale system, which appears unlikely to occur prior to the go-live date. Although this will incur additional costs, the project sponsor decides to move forward with the project.

What type of response is this?

- A. Expected monetary value (EMV) analysis
- B. Third-party risk transfer
- C. Monetary modeling and simulation analysis
- D. Risk acceptance

112. 项目经理向项目发起人告知一个与项目外部依赖有关的问题。一个项目合作伙伴需要升级其销售点系统，这在上线日期之前似乎不可能发生。虽然将发生额外成本，项目发起人决定继续向前推进该项目。

这属于什么类型的应对？

- A. 预期货币价值 (EMV) 分析
- B. 第三方风险转移
- C. 货币建模与仿真分析
- D. 风险接受

113. When defining and documenting a project's scope, what documentation should the project manager consult first?

- A. Project charter
- B. Enterprise environmental factors
- C. Functional requirements
- D. Business requirements

113. 定义并记录项目范围时，项目经理首先应查看哪一份文档？

- A. 项目章程
- B. 事业环境因素
- C. 功能需求
- D. 业务需求

114. An engineer working on projects A and B is losing motivation for project A. What should the project manager of project A do?

- A. Discuss the issue with project
- B. Discuss the issue with the project manager.
- C. Ask team members to provide encouragement to the engineer.

D. Meet with the engineer to identify a satisfactory solution.

114. 在项目A和B上工作的工程师正在失去为项目A工作的动力。项目A的项目经理应该怎么做？

- A. 与项目B的项目经理讨论该问题。
- B. 与项目团队讨论该问题。
- C. 让团队成员为工程师提供鼓励。
- D. 与工程师开会，确定一个满意的解决方案。

115. Midway through project execution, the project manager determines that part of the scope necessary to produce the deliverable was omitted during estimating and planning. After the change control board (CCB) approves the request to add items to the scope statement, what should the project manager do next?

- A. Update the project documentation.
- B. Review work performance reports.
- C. Update the lessons learned database.
- D. Review the impact with the client.

115. 在项目执行中途，项目经理确定对生产可交付成果有必要的范围部分，在估算和规划期间被忽略了。变更控制委员会（CCB）批准将这些事项添加进范围说明书的请求后，项目经理下一步应该怎么做？

- A. 更新项目文件。
- B. 审查工作绩效报告。
- C. 更新经验教训数据库。
- D. 与客户一起审查影响。

116. A project manager is leading a status meeting and confirms the delivery date for a key deliverable with the contractor. A contract letter must be drafted stating that all financial, legal, and procurement aspects are closed out.

This letter will form part of what process?

- A. Control Procurements
- B. Close Procurements
- C. Conduct Procurements
- D. Close Project or Phase

116. 项目经理正在主持一次状态会议，与承包商确认为一项关键可交付成果的交付日期。必须起草一封合同函件。声明所有财务、法律和采购方面均已收尾。

这封函件将构成哪个过程的组成部分？

- A. 控制采购
- B. 结束采购
- C. 实施采购
- D. 结束项目或阶段

117. During project execution, an earthquake causes minor damage that will not impact the schedule.

What should the project manager do next?

- A. Follow the risk response plan.

- B. Call the insurance company.
- C. Ask the project sponsor for instructions.
- D. Stop the project and order damage repair.

117. 在项目执行期间，一次地震造成轻微损坏，但不会影响进度。项目经理下一步应该怎么做？

- A. 遵循风险应对计划。
- B. 联系保险公司。
- C. 请求项目发起人指示。
- D. 停止项目并命令修复损坏。

118. A Project manager is assigned a project where, due to regulatory agreements, the timeline is non-negotiable. To what should the project manager refer to ensure alignment among the project stakeholders and the project team, and to obtain approval to start the project?

- A. Change management plan
- B. Communications management plan
- C. Project management plan
- D. Project scope statement

118. 项目经理被任命管理一个项目，但由于监管协定，时间线不可协商。为确保项目干系人和项目团队的一致性，并获得批准开始项目，项目经理应参阅下列哪一项？

- A. 变更管理计划
- B. 沟通管理计划
- C. 项目管理计划
- D. 项目范围说明书

119. Two team members on a construction project disagree on the installation of protective windows. According to the weather forecast, a thunderstorm is expected at the project's location within 24 hours. If the installation is not completed, the entire project will be jeopardized.

What conflict resolution technique should the project manager use?

- A. Collaborate/problem solve
- B. Smooth/accommodate
- C. Compromise/reconcile
- D. Force/direct

119. 一个施工项目的两名团队成员对安装防护窗意见不一致。根据天气预报，预计24小时内项目所在地将有雷暴天气。如果安装未完成，整个项目将受到损害。

项目经理应使用哪种冲突解决技巧？

- A. 合作/解决问题
- B. 缓和/包容
- C. 妥协/调解
- D. 强迫/命令

120. While creating a work breakdown structure (WBS), a project manager must decompose a task titled "solicit bids." What can the project manager use to further subdivide the task?

- A. Ishikawa diagram
- B. Critical chain method (CCM)

C. Expert judgment

D. Analogous estimating

120. 创建工作分解结构（WBS）时，项目经理必须分解一项名为“招标”的任务。项目经理使用什么来进一步细分任务？

A. 石川图

B. 关键链法（CCM）

C. 专家判断

D. 类比估算

121. In reviewing a project's status, a project manager discovers that they are not being informed about customer changes accepted by team members. This leads to redundant work flows and undocumented changes.

What should the project manager do?

A. Reject the changes and implement the original scope.

B. Change the project scope to include the changes.

C. Accept the changes and modify the scope, schedule, and cost baselines.

D. Review the situation and conduct the Perform Integrated Change Control process.

121. 审查项目状态时，项目经理发现团队成员在未向其告知的情况下接受客户变更。这导致额外的工作流程以及未记录的变更。

项目经理应该怎么做？

A. 拒绝变更并实施原始范围。

B. 更改项目范围，包含这些变更

C. 接受变更，并修订范围、进度计划和成本基准。

D. 审查情况，并执行实施整体变更控制过程。

122. A project manager receives a request to include a security feature for a new product launch. This feature was not included in the project management plan or the schedule. The project manager identifies that it can be implemented without impacting the project schedule or budget. What should the project manager do next?

A. Issue a change request according to the change management plan.

B. Ask the security analyst to implement the feature as soon as possible.

C. Reject the request.

D. Update the project management plan and lessons learned document.

122. 项目经理收到一项请求，在新产品发布中包含一项安全功能。这项功能未包含在项目管理计划或进度计划中。项目经理确定可以在不影响项目进度或预算的情况下实施这项功能。项目经理下一步应该怎么做？

A. 按照变更管理计划签发变更请求。

B. 要求安全分析员尽快实施该功能。

C. 拒绝请求。

D. 更新项目管理计划和经验教训文件。

123. A project manager resigns midway through a project. What document should the project sponsor use to transfer project authority to the new project manager?

A. Project management plan

B. Business case

C. Project charter

D. Project scope statement

123. 项目经理在一个项目中途辞职了。项目发起人应该使用哪一份文件来将项目职权转移给新项目经理？

A. 项目管理计划

B. 商业论证

C. 项目章程

D. 项目范围说明书

124. Although all steering committee members have interest in a project, they have varying degrees of understanding. In addition, some have more availability to attend project meetings than others

What process should be improved?

A. Manage Stakeholder Engagement

B. Identify Stakeholders

C. Plan Stakeholder Management

D. Control Stakeholder Engagement

124. 虽然指导委员会的所有成员在一个项目中都有利益，但他们的了解程度有所不同。此外，其中一些成员比另一些成员更有时间参加项目会议。

应该改进哪个过程？

A. 管理干系人的参与

B. 识别干系人

C. 制定干系人管理计划

D. 控制干系人的参与

125. During project implementation, a technology team member is reassigned. What should the project manager do next?

A. Initiate a formal change request and inform all stakeholders.

B. Use expert judgment to determine the impact.

C. Update the human resource management plan.

D. Update the schedule management plan.

125. 在项目实施期间，一名技术团队成员辞职。项目经理下一步应该怎么做？

A. 提出一项正式的变更请求，并通知所有项目干系人。

B. 利用专家判断来确定影响。

C. 更新人力资源管理计划。

D. 更新进度管理计划。

126. During a project, the project manager discovers that project team members lack essential skills to complete their tasks on schedule. What plan will help the project manager resolve this?

A. Requirements management

B. Staffing management

C. Communications management

D. Schedule management

126. 在项目期间，项目经理发现项目团队缺乏按进度计划完成任务的基本技能。下列哪一份将帮助项目经理解决这个问题？

- A. 需求管理
- B. 人员配备管理
- C. 沟通管理
- D. 进度管理

127. A project's engineering manager has defined a schedule based on standard inputs. The project sponsor requests delaying the start of an activity for one quarter, which will impact resource

What should the project manager do next?

- A. Redefine project activities.
- B. Identify risks.
- C. Develop a schedule.
- D. Perform a quantitative risk analysis.

127. 项目设计经理基于标准输入制定了一份进度计划。项目发起人请求将某项活动的开始时间延迟一个季度，但这将影响资源可用性。

项目经理下一步应该怎么做？

- A. 重新定义项目活动。
- B. 识别风险。
- C. 制定进度计划。
- D. 执行定量风险分析。

128. A project manager receives a project costs report from a team member. However, the report was not approved by the appropriate party. It appears that the team member did not follow the procedures and policies for documenting and controlling project costs.

What process is used to determine these policies and procedures?

- A. Plan Cost Management
- B. Estimate Costs
- C. Control Costs
- D. Determine Budget

128. 项目经理收到一名团队成员提交的项目成本报告。然而，该报告未得到相关方的批准。看起来团队成员未遵循记录和控制项目成本的程序和政策。

哪一个过程可用来确定这些政策和程序？

- A. 规划成本管理
- B. 估算成本
- C. 控制管理
- D. 制定预算

129. A previously defined and documented risk is triggered during a project. The identified response for this risk is to contract with one of three possible vendors.

What should the project manager do?

- A. Review the project schedule.
- B. Check the source selection criteria.
- C. Refer to the risk register.

D. Use expert judgment.

129. 一项之前已定义并记录的风险在项目过程中触发。这项风险的已识别应对措施是与三个可能供应商的其中一个签订合同。

项目经理应该怎么做？

- A. 审查项目进度计划。
- B. 检查供方选择标准。
- C. 查阅风险登记册。
- D. 使用专家判断。

130.

Project Length (months)	8.00	
Budget at Completion (BAC)	US\$20,000	
Actual Cost for Work Performed (ACWP)	US\$8,000	Actual Cost (AC)
Budgeted Cost for Work Performed (BCWP)	US\$7,500	Earned Value (EV)
Budgeted Cost for Work Scheduled (BCWS)	US\$8,500	Planned Value (PV)

Based on the calculated estimate at completion (EAC), what should the project manager do?

- A. Adjust the budget downward due to the trend toward cost overruns.
- B. Re-baseline the schedule, as the project is under budget.
- C. Adjust the budget upward due to the trend toward cost overruns.
- D. Take actions to accelerate activities, as the project is under budget.

130.

项目工期（月）	8.00	
完工预算（BAC）	20,000美元	
已完工作实际成本（ACWP）	8,000美元	实际成本（AC）
已完工作预算成本（BCWP）	7,500美元	挣值（EV）
计划工作预算成本（BCWS）	8,500美元	计划价值（PV）

根据计算的完工估算（EAC），项目经理应该怎么做？

- A. 由于存在成本超支的趋势，向下调整预算。
- B. 由于项目低于预算，重订进度计划基准。
- C. 由于存在成本超支的趋势，向上调整预算。
- D. 由于项目低于预算，采取行动加快活动。

131. During a project's initiation phase, the sponsor asks the project manager about identified risks. What should the project manager reference?

- A. Project charter
- B. Plan Risk Management process
- C. Risk register
- D. Control Risks process

131. 在项目启动阶段，项目发起人向项目经理询问已识别的风险情况。项目经理应参考下列哪一项？

- A. 项目章程
- B. 规划风险管理过程

- C.风险登记册
- D.控制风险过程

132. A company is awarded a project to construct a town's public transportation system. During stakeholder analysis, the project manager identifies the owners of local manufacturing companies as key stakeholders due to their influence on local government. However, these stakeholders have little interest in the project, since their plants are located outside town limits and the their employees will not use this transportation system.

Based on the power/interest grid, how should the project manager handle these stakeholders?

- A. Keep satisfied
- B. Keep informed
- C. Manage closely
- D. Monitor

132. 公司获得一个城镇公共交通系统的施工项目。在干系人分析期间, 由于当地制造公司所有人对当政府的影响力, 项目经理将他们识别作为关键干系人。但是, 这些干系人对项目的兴趣不大, 因为他们的工厂位于城镇范围之外, 且其员工将不使用该交通系统。

根据权力/利益方格, 项目经理应如何处理这些干系人?

- A. 令其满意
- B. 随时告知
- C. 重点管理
- D. 监督

133. A project has been completed and final acceptance of project deliverables has been obtained. The project manager then realizes that deliverables ownership cannot be transferred to operations due to a conflict with another ongoing project.

What should the project manager do?

- A. Meet with the stakeholders.
- B. Inform the program manager.
- C. Escalate the issue to the portfolio manager.
- D. Close the project.

133. 项目已经完成, 且已经获得项目可交付成果的最终验收。项目经理这时意识到, 由于与另一个正在进行中的项目存在冲突, 可交付成果的所有权无法移交运营。

项目经理应该怎么做?

- A. 与干系人开会。
- B. 通知项目集经理。
- C. 将问题上报给项目组合经理。
- D. 项目收尾。

134. A project manager is assigned to a large construction project in another country. During an initial meeting with the project team, a subject matter expert (SME) expresses concern that the project will not finish on time due to unexpected equipment delays.

What document should the project manager review first to determine stakeholder tolerance of impacts on the project schedule?

- A. Project schedule

- B. Risk register
- C. Risk management plan
- D. Communications management plan

134. 项目经理被任命管理一个处于另一个国家的大型施工项目。在与项目团队的第一次会议期间，一名主题专家（SME）表达了自己对因突发的设备延期将导致项目不能按时完成的担忧。

项目经理应该首先审查哪一份文件来确定干系人对项目进度影响的容忍度？

- A. 项目进度计划
- B. 风险登记册
- C. 风险管理计划
- D. 沟通管理计划

135. A one-week delay occurs during project execution. The project manager identifies that authorizing overtime will regain the time lost. However, project management office (PMO) policies prohibit overtime.

What should the project manager do?

- A. Submit a change request.
- B. Hire additional resources.
- C. Inform the project team of the delay.
- D. Update the project schedule.

135. 在项目执行过程中发生为期一周的延期。项目经理确定批准加班将夺回时间损失。但是，项目管理办公室（PMO）的政策禁止加班。

项目经理应该怎么做？

- A. 提交变更请求。
- B. 聘用额外的资源。
- C. 将延期情况通知项目团队。
- D. 更新项目进度计划。

136. One week before the final delivery of a project, the project manager discovers a mistake made by the technical team. This mistake will lead to a three-month delay.

What should the project manager reference to address this issue?

- A. Project management information system (PMIS)
- B. Contingency plan
- C. Technical performance measurement
- D. Change control process

136. 在最终交付一个项目前一周，项目经理发现了由技术团队造成的一个错误。这个错误将导致延期三个月。

若要解决这个问题，项目经理应该参阅下列哪一项？

- A. 项目管理信息系统（PMIS）
- B. 应急计划
- C. 技术绩效测量
- D. 变更控制过程

137. A project manager is unsure if a new project is aligned with the company's long-term goals

and objectives. What should the project manager do next?

- A. Compare the company's project practices to those of comparable projects.
- B. Review the company's best practices and regulations.
- C. Consult the company's strategic plan.
- D. Run the project based on the company's strategic lessons learned.

137. 项目经理不确定新项目是否与公司的长期目标相符。项目经理下一步应该怎么做？

- A. 将公司的项目实践与类似项目的项目实践对比。
- B. 审查公司的最佳实践和规定。
- C. 咨询公司的战略计划。
- D. 根据公司的战略经验教训管理项目。

138. A project requires strategic material provided by a foreign vendor. The project manager learns that the material is expected to increase in price, which will affect the project budget. The project team identifies a local vendor selling material that will meet project specifications at a reasonable price. What should the project manager do next?

- A. Update the cost baseline with the new price.
- B. Execute a firm fixed price (FFP) contract.
- C. Register a new risk and plan mitigation for the potential price increase.
- D. Submit a change request to acquire the material from the local vendor.

138. 一个项目需要由一家国外供应商供应的战略材料。项目经理了解到该材料预期将涨价，将会影响项目预算，项目团队找到一家销售这种材料的本地供应商，可以以合理的价格满足项目技术规范。

项目经理下一步应该怎么做？

- A. 使用新价格更新成本基准。
- B. 执行固定总价合同（FFP）。
- C. 登记一项新风险，并计划减轻潜在的涨价风险。
- D. 提交变更请求，从本地供应商采购材料。

139. A senior project manager is overseeing a large team of experts. When disagreements arise within the team, the senior project manager considers each viewpoint and restores order.

What conflict resolution technique does this describe?

- A. Collaborate/problem solve
- B. Force/direct
- C. Compromise/reconcile
- D. Smooth/accommodate

139. 一名高级项目经理正在管理一支大型专家团队。团队中产生分歧时，高级项目经理考虑每个人的观点并恢复秩序。

这描述的是什么冲突解决技术？

- A. 合作/解决问题
- B. 强迫/命令
- C. 妥协/调解
- D. 缓解/包容

140. A project manager believes that the timing of employee breaks may have a direct impact on the quality control department's output. What tool or technique should the project manager use to study and identify this possible connection?

- A. Scatter diagram
- B. Quality audit
- C. Statistical sampling
- D. Histogram

140. 项目经理认为员工的休息时间可能对质量控制部门的输出具有直接影响。项目经理应该使用什么工具或技术来研究和识别这个可能的关联？

- A. 散点图
- B. 质量审计
- C. 统计抽样
- D. 直方图

141. A project manager held a celebration to mark the successful completion of a project. At the event, the client representative notified the project manager that the final product did not meet their business needs.

What should the project manager have done to prevent this?

- A. Notified stakeholders of project completion
- B. Validated the project scope
- C. Gathered stakeholder feedback
- D. Reviewed organizational process assets updates

141. 项目经理举行了庆祝会，庆祝项目圆满完成。在活动上，客户代表告知项目经理最终产品不满足他们的商业需求。

若要防止这个问题，项目经理事先应该做什么？

- A. 通知项目干系人项目完工
- B. 核实项目范围
- C. 收集项目干系人的反馈
- D. 审查组织过程资产更新

142. A company is developing a project management plan. The project manager wants to assemble a highly effective project team by evaluating previous employee performance reviews.

To what planning-process input should the project manager refer?

- A. Human resource management plan
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Project charter

142. 一家公司正在制定项目管理计划。项目经理希望通过评估员工之前的绩效评审，来组建一支高效率的项目团队。

项目经理应该查阅哪一项规划过程输入？

- A. 人力资源管理计划
- B. 组织过程资产
- C. 事业环境因素
- D. 项目章程

143 A project manager learns that a key team member wants to leave the project in one month. There is insufficient time to transition their responsibilities to a new member with the same expertise.

What should the project manager do?

- A. Perform an earned value management (EVM) analysis.
- B. Meet with the sponsor to expedite incorporation of a new member.
- C. Identify sponsor expectations and develop the human resource management plan.
- D. Adjust the risk management plan.

143. 项目经理了解到一名关键团队成员想在一个月內离开项目，将该成员的职责交接给拥有相同专业知识的新成员时间不足，这可能导致项目延期。

项目经理应该怎么做？

- A. 执行挣值管理（EVM）分析。
- B. 与项目发起人会面，加快新成员的融合。
- C. 识别项目发起人的期望，并制定人力资源管理计划。
- D. 调整风险管理计划。

144. When a project's stakeholders change, what plan should a project manager update to maintain effective communications?

- A. Scope management
- B. Requirements management
- C. Project management
- D. Human resource management

144. 项目干系人发生变化时，为保持有效沟通，项目经理应更新哪份计划？

- A. 范围管理
- B. 需求管理
- C. 项目管理
- D. 人力资源管理

145. A buyer is ready to formally authorize the completion of a project. To what should the project manager refer to verify formal procurement closure requirements?

- A. Procurement negotiations
- B. Procurement audits
- C. Procurement statement of work (SOW)
- D. Procurement management plan

145. 买方准备正式授权完成一个项目。项目经理应查阅哪一份文件来确认正式采购收尾要求？

- A. 采购谈判
- B. 采购审计
- C. 采购工作说明书（sow）
- D. 采购管理计划

146. An experienced project manager assumes an IT project that is similar to other company projects. What is a good resource to which the project manager can refer?

- A. Lessons learned
- B. Risk register
- C. Quality metrics
- D. Continuous improvement

146. 一位经验丰富的项目经理负责管理一个IT项目，该项目与其它公司项目类似。项目经理可以参阅的好资源是什么？

- A. 经验教训
- B. 风险登记册
- C. 质量测量指标
- D. 持续改进

147. During product testing, the project team identifies results that do not meet required specifications. After analyzing the data to determine the cause, what should the project team do?

- A. Update the quality assurance plan.
- B. Conduct quality audits.
- C. Perform quality assurance activities.
- D. Take corrective actions.

147. 在产品测试期间，项目团队识别到不满足技术规格要求的结果。分析数据确定原因后，项目团队应怎么做？

- A. 更新质量保证计划。
- B. 开展质量审计。
- C. 执行质量保证活动。
- D. 采取纠正措施。

148. The project manager for a manufacturing company is developing a quality management plan for a client who has requested the production of 50,000 fans. What should the project manager use to reduce defects and maximize the quality of the product?

- A. Pareto diagrams
- B. Control charts
- C. Cause-and-effect diagrams
- D. Histograms

148. 客户要求生产50000台风扇，制造公司的项目经理正在制定质量管理计划。项目经理应使用下列哪一项来减少缺陷并让产品质量达到最大化？

- A. 帕累托图
- B. 控制图
- C. 因果图
- D. 直方图

149. A project manager is having difficulty managing a conference call. Several project team members are speaking simultaneously, and one member has made an offensive comment directed toward the project team lead.

What should the project manager have done to avoid this?

- A. Colocated team members
- B. Utilized personnel assessment tools

C. Established ground rules

D. Conducted team-building activities

149. 项目经理难以管理一次电话会议。多名项目团队成员同时说话，一名成员直接对项目团队领导做出攻击性评论。

若要避免这个问题，项目经理应该事先做什么？

A. 让团队成员集中办公

B. 利用人员评估工具

C. 制定基本规则

D. 开展团队建设活动

150. An automobile company launching a new model makes a last-minute change to the body style. What elements of the project management plan may be impacted?

A. Requirements, schedule, and risk management plans

B. Risk management plan, and cost and scope baselines

C. Quality, stakeholder, and procurement management plans

D. Requirements, quality, and communications management plans

150. 一家汽车公司发布一款新车型，但在最后一刻对车身外形式样作了变更。项目管理计划中的哪些元素可能会受到影响？

A. 需求、进度计划和风险管理计划

B. 风险管理计划、成本和范围基准

C. 质量、关系人和采购管理计划

D. 需求、质量和沟通管理计划

151. After a project's implementation, stakeholders report defects beyond the threshold to the project manager. What should the project manager have done to avoid this?

A. Documented quality control measurements

B. Conducted the Perform Integrated Change Control process

C. Performed process improvement

D. Managed stakeholder expectations

151. 项目实施后，项目干系人向项目经理报告缺陷超出阈值。若要避免这个问题，项目经理应该事先做什么？

A. 记录质量控制措施

B. 执行实施整体变更控制过程

C. 执行过程改进

D. 管理项目干系人的期望

152. During project execution, an environmental organization raises a concern that forces construction to stop, thereby delaying the project's schedule.

What should have highlighted this issue?

A. Stakeholder analysis

B. Communications management plan

C. Stakeholder register

D. Scope baseline updates

152. 在项目执行期间，一家环境组织提出一个问题，迫使施工停止，并因此导致项目进度延

迟。

下列哪一项应已经强调该问题？

- A. 干系人分析
- B. 沟通管理计划
- C. 干系人登记册
- D. 范围基准更新

153. A new project manager assumes a project during its execution phase. To prevent disruptions to ongoing work, what should the project manager do first?.

- A. Update the change control log.
- B. Implement the Perform Integrated Change Control process.
- C. Revise the stakeholder register.
- D. Review the risk register.

153 一名新项目经理负责管理一个处于执行阶段的项目，为避免中断正在进行中的工作，项目经理首先该怎么做？

- A. 更新变更控制日志。
- B. 实施整体变更控制过程。
- C. 修订干系人登记册。
- D. 审查风险登记册。

154. During a project kick-off meeting, a key stakeholder requests clarification of the project's impact on company goals. Where can the project manager find this information?

- A. Project management plan
- B. Project charter
- C. Project schedule, budget, and quality requirements
- D. Enterprise environmental factors

154. 在项目启动大会上，一名关键干系人要求澄清项目对公司目标的影响。项目经理可以从哪里找到这个信息？

- A. 项目管理计划
- B. 项目章程
- C. 项目进度计划、预算和质量要求
- D. 事业环境因素

155. A project manager learns of a potential four-week delay in the delivery of items ordered from another country. What should the project manager do?

- A. Claim delay damages from the insurance provider.
- B. Cancel the order and place a new order with a different vendor.
- C. Revise the project management plan and inform stakeholders.
- D. Escalate the issue to the project sponsor.

155. 项目经理了解到从另一个国家订购的货物交付可能延期四周时间。项目经理应该怎么做？

- A. 向保险公司索赔。
- B. 取消订单，并向别的供应商下新订单。
- C. 修订项目管理计划，并通知项目干系人。

D.将该问题上报给项目发起人。

156. As part of a design team for a new product with two components, a team member assesses the quality issues relating to component B. What is used to identify factors that may influence a process in production?

- A. Affinity diagram
- B. Design of experiments
- C. Interrelationship diagram
- D. Tree diagram

156. 作为具有两个组件的新产品设计团队一员，一名团队成员负责评估与组件B有关的质量问题。下列哪一项用来识别可能影响生产过程的因素？

- A.亲和图
- B.实验设计
- C.关联图
- D.树图

157. A project team on a two-year-old project faces a technical issue that is impossible to overcome. The project sponsor cancels the project because it is over budget and no further progress can be made without resolution of this issue.

What should the project team do next?

- A. Wait for the project manager to determine the next steps.
- B. Document the reason for cancellation in the final project report.
- C. Continue to investigate the issue to determine if it can be resolved.
- D. Archive project documentation for future use.

157. 一个项目已执行两年时间，项目团队遇到一个不可能克服的技术问题。项目发起人取消项目，因为项目超出预算，且如果不能解决这个问题，将无法继续进行。

项目团队接下来应该怎么做？

- A.等待项目经理确定下一步行动。
- B.在最终项目报告中记录取消原因。
- C.继续调查该问题，确定是否能够解决。
- D.将项目文档归档以备将来使用。

158. A project manager assumes a project with a defined scope. Within two weeks, the sponsor requests a project status report.

What should the project manager do?

- A. Review the scope and deliver performance results.
- B. Meet with the team to gather information.
- C. Review the communication channels.
- D. Request more time from the sponsor

158. 项目经理负责管理一个已定义范围项目。项目发起人要求在两周内提交项目状态报告。项目经理应该怎么做？

- A.审查范围，并交付绩效结果。
- B.与团队开会，收集信息。

- C. 审查沟通渠道。
- D. 向项目发起人申请更多时间。

159. A project's cost performance index (CPI) has been between 0.89 and 0.93. What is the status of the project?

- A. The project is behind schedule.
- B. The project is on schedule.
- C. The project is over budget.
- D. The project is under budget.

159. 项目的成本绩效指数（CPI）已经在0.89和0.93之间。项目的状态是什么？

- A. 项目落后于进度。
- B. 项目符合进度。
- C. 项目超出预算。
- D. 项目低于预算。

160. A project manager discovers that, due to existing legislation, a feature cannot be implemented as planned. This will seriously impact the project baseline. What should the project manager have done to avoid this?

- A. Spent more time creating a detailed communications management plan
- B. Exercised more strict control of change requests
- C. Hired a more experienced group of vendors
- D. Identified assumptions and constraints during project initiation

160. 项目经理发现由于现有立法，一项功能不能按计划实施。这将严重影响项目基准。若要避免这个问题，项目经理应该事先做什么？

- A. 花更多的时间创建详细的沟通管理计划
- B. 实行更严格的变更请求控制
- C. 聘用经验更丰富的供应商团队
- D. 在项目启动期间识别假设条件和制约因素

161. A project manager assumes a three-month project for which project team members were already recruited by the project sponsor. One month into the project, the project manager discovers that some team members are not performing as expected.

What should the project manager do?

- A. Interview the underperforming members.
- B. Follow the human resource management plan.
- C. Replace the underperforming members.
- D. Refer to the risk management plan.

161. 项目经理负责管理一个为期三个月的项目，而项目发起人已经为该项目招募了项目团队成员。项目开展一个月后，项目经理发现某些团队成员的表现不及预期。项目经理应该怎么做？

- A. 与表现不佳的成员面谈。
- B. 遵循人力资源管理计划。
- C. 替换表现不佳的成员。
- D. 参考风险管理计划。

162. A project manager approves an enhancement feature for a product release. Where should this be documented?

- A. Project charter
- B. Change log
- C. Statement of work (SOW)
- D. Change request

162. 项目经理批准一个产品发布的一项增强功能。这应记录在哪一份文件中？

- A. 项目章程
- B. 变更日志
- C. 工作说明书（SOW）
- D. 变更请求

163. After a project status meeting, a project manager learns that a key critical-path activity shows a significant delay and is increasing the project's risk level. The project sponsor has closely monitored the cost performance index (CPI), and its value has not exceeded 0.86 during the project's life cycle.

What should the project manager do to get the project on track?

- A. Apply the crashing technique.
- B. Establish a new baseline based on the delays
- C. Apply the fast tracking technique.
- D. Reassign resources with similar skills from tasks with float.

163. 项目状态会议后，项目经理了解到一项关键路径活动显示严重延期，增加了项目的风险水平。项目发起人密切监控成本绩效指数（CPI），其值在项目生命周期未曾超过0.86。

若要将项目拉回正轨，项目经理应该怎么做？

- A. 应用赶工技术。
- B. 根据延期情况制定一个新基准。
- C. 应用快速跟进技术。
- D. 重新分配具有浮动时间任务上的拥有类似技能的资源。

164. A subcontractor cannot fulfill its contract. As a result, project integration will be delayed and the project will not be completed on time.

What should the project manager do?

- A. Review the risk response plan.
- B. Review the subcontractor's commitments.
- C. Change the schedule baseline and inform the client.
- D. Issue a change request.

164. 分包商无法履行合同。结果导致项目整合延期，且项目将无法按时完成。

项目经理应该怎么做？

- A. 审查风险应对计划。
- B. 审查分包商的承诺。
- C. 变更进度基准，并通知客户。
- D. 签发变更请求。

165. A project's progress begins to slip for undetermined reasons. How can the project manager investigate this?

- A. Observation and conversation
- B. Question and answer session
- C. Progress checklist
- D. Team satisfaction survey

165. 由于不明原因，项目的进度开始偏移。项目经理如何调查这个问题？

- A. 观察与交谈
- B. 问答环节
- C. 进度清单
- D. 团队满意度调查

166. A customer requests the ability to alter requirements as a project evolves, and to receive product; when completed rather than on the scheduled date. What methodology should the project manager use to accommodate these requests?

- A. Waterfall
- B. Agile
- C. Prototyping
- D. Spiral

166. 客户要求具备随项目进展更改需求的能力，并要求在项目完成时收到产品，而非在进度计划日期收到产品。项目经理应该使用什么方法论来适应这些要求？

- A. 瀑布
- B. 敏捷
- C. 原型法
- D. 螺旋法

167. What is the main purpose of developing a human resource management plan?

- A. Determining how project human resources will be defined, staffed, managed, and released
- B. Confirming human resource availability and obtaining the necessary team to complete project activities
- C. Describing how and when project team members will be assigned and for how long they will be required
- D. Providing guidance on team performance monitoring and human resource availability

167. 制定人力资源管理计划的主要目的是什么？

- A. 确定如何定义、配备、管理和解散项目人力资源
- B. 确认人力资源可用性并获得必要的团队完成项目活动
- C. 描述如何以及何时分配项目团队成员以及需要他们多长时间
- D. 为团队绩效监控和人力资源可用性提供指导

168. A completed project has been in operation for a month and is within the accepted range of adoption. However, the final invoice for the project has not been accepted.

What should the project manager do?

- A. Identify requirements for new functionalities.
- B. Obtain financial, legal, and administrative closure.

C. Determine what issues arose after the go-live date.

D. Meet with the finance department.

168. 一个已完成的项目已进入运营一个月，且在接受的采用范围内。但是，项目的最终发票未获接受。

项目经理应该怎么做？

A. 识别新功能的需求。

B. 获得财务、法律和行政收尾。

C. 确定上线日期之后发生了哪些问题。

D. 与财务部开会。

169. A key project team member refuses to work on a specific task. The project manager chooses to postpone further discussion of the matter until the following day.

What conflict management technique is the project manager using?

A. Collaborate/problem solve

B. Force/direct

C. Smooth/accommodate

D. Withdraw/avoid

169. 一名关键项目团队成员拒绝为某项具体任务工作，项目经理选择推迟到第二天继续讨论该问题。

项目经理使用的是哪种冲突管理技术？

A. 合作/解决问题

B. 强迫/命令

C. 缓解/包容

D. 撤退/回避

170. An organization's strategy is to expand into emerging markets. A project sponsor is preparing a presentation for executive management that includes information on the project's socioeconomic added value and its ecological impact on the proposed regions.

A. Risk analysis and risk response strategies for project design, construction, and implementation

B. Detailed cost breakdown and contingency requirements

C. Opportunities for market penetration, profitability, and ROI

D. Detailed scope of work and timeline for project implementation

170. 一家组织的战略是拓展新兴市场。项目发起人正在准备一次为管理层召开的演示会，演示内容包括项目的社会经济附加值及其对拟议地区生态影响的相关信息。

拓展建议书中应包含哪些内容？

A. 项目设计、施工和实施的风险分析和风险应对策略

B. 详细的成本分解和应急需求

C. 市场渗透、盈利能力和投资回报率的机会

D. 详细的工作范围和项目实施时间表

171. A project manager assigned to a new project must develop a budget. The project manager asks for assistance from a fellow project manager who worked on a similar project.

What tool or technique is the project manager using?

A. Parametric estimating

B. Reserve analysis

C. Comparative estimating

D. Expert judgment

171. 项目经理被任命管理一个新项目，必须制定一份预算。项目经理请求一位曾从事过类似项目的资深项目经理提供协助。项目经理使用的是哪种工具或技术？

A. 参数估算

B. 储备分析

C. 对比估算

D. 专家判断

172. A project manager invites a customer to monthly meetings, but the customer does not always attend. What should the project manager do?

A. Continue to invite the customer.

B. Update the risk register.

C. Escalate the issue to the project sponsor.

D. Review and update the communications management plan.

172. 项目经理邀请客户参加月会，但客户不常参加。项目经理应该怎么做？

A. 继续邀请客户。

B. 更新风险登记册。

C. 将该问题上报给项目发起人。

D. 审查并更新沟通管理计划。

173. A new technology, with which most team members are unfamiliar, is identified as a risk. As part of the risk response strategy, the project manager defines a plan for formal training, coaching, and mentoring of the team on this technology.

What process should be used to evaluate whether these risk mitigation efforts will be effective?

A. Plan Risk Responses

B. Supervision Risks

C. Control Schedule

D. Develop Project Team

173. 大部分团队成员不熟悉的一项新技术被识别为一个风险。作为风险应对策略的组成部分，项目经理制定了为团队提供该技术的正式培训、训练和指导计划。

应使用哪个过程来评价这些风险减轻工作是否有效？

A. 规划风险应对

B. 监督风险

C. 控制进度

D. 建设项目团队

174. One of the risks identified in a project's initiation phase occurs during the execution phase. The impact is high and could result in a major change in the project's environment.

What should the project manager do?

A. Create a new change in the change log, conduct an impact analysis, status report analysis, and prepare a project status report.

B. Update the risk register, and create and continuously monitor the issue in the issue log.

- C. Create a new issue in the issue log, and immediately inform the stakeholders.
- D. Update the risk register, and create a new change in the change log incorporating details from 174.在项目启动阶段识别到的一个风险在执行阶段发生了。影响很大，可能导致项目环境的重大变更。

项目经理应该怎么做？

- A.在变更日志中创建一项新变更，执行影响分析，并准备一份项目状态报告。
- B.更新风险登记册，创建并持续监控问题日志当中的问题。
- C.在问题日志中创建一项新问题，并立即通知干系人。
- D.更新风险登记册，并在变更日志中创建一项新变更，包含风险登记册中的详情。

175. During the Initiation phase of a project, the project manager needs to develop the budget. What components need to be included?

- A. Cost baseline and contingency reserve
- B. Cost baseline and management reserve
- C. Work package cost estimates and contingency reserve
- D. Activity cost estimates and management reserve

175.在项目启动阶段，项目经理需要制定预算。需要包含哪些组成部分？

- A.成本基准和应急储备
- B.成本基准和管理储备
- C.工作包成本估算和应急储备
- D.活动成本估算和管理储备

176. When preparing project A's human resource management plan, a project manager discovers that the IT director requires a specific resource. Because the dates the resource will be needed are unknown, the resource is not incorporated into the schedule. After the dates are finalized, the project manager learns that the resource was assigned to project B for the next six months and there is no other available resource. Project A must be completed within six months, but project B's sponsor refuses to accept any risks that could delay their project.

What should project manager A do next?

- A. Recommend to the steering committee that project A be cancelled.
- B. Recommend to the steering committee that a meeting be held between the sponsors of both projects.
- C. Recommend that a project A team member be trained to obtain the necessary skills.
- D. Recommend that the IT director acquires a backup for the resource.

176.在准备项目A的人力资源管理计划时，项目经理发现IT总监需要一名特定资源。由于需要该资源的日期未知，未将该资源包含在进度计划中。日期确定之后，项目经理得知该资源已被分配到项目B工作六个月，没有其他可用资源了。项目A必须在六个月内完成，但是项目B的发起人拒绝接受任何可能延迟他们项目的风险。

项目经理A下一步应该怎么做？

- A.向指导委员会建议取消项目A。
- B.建议指导委员会召开一次由两个项目的发起人参加的会议。
- C.建议培训项目A的团队成员获得必要技能。
- D.建议IT总监招募一名后备资源。

177. A project manager is reviewing a change request for a supplier to modify the diameter of a pipe entering a pumping facility. What type of change is this?

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

177 项目经理正在审查供应商的变更请求，修改进入泵送设施的管径。这属于什么类型的变更？

- A.范围
- B.采购
- C.质量
- D.成本

178. Company A contracts company B to perform project work. After completion of the work issues with the product are discovered and company A refuses to pay company B.

What should be done to settle this dispute?

- A. Perform a procurement review.
- B Use an alternative dispute resolution.
- C. Start litigation.
- D. Inspect and audit the product.

178.公司A与公司B签订合同，执行项目工作。完成工作后，发现产品有问题，公司A拒绝向公司B支付费用。

若要解决这个纠纷，应该怎么做？

- A.执行采购审查。
- B.使用一种替代纠纷解决方案。
- C.开始诉讼
- D.检查并审计产品。

179. A purchase order is submitted to purchase new equipment and upgrade an existing device. After a one-month delay, a status update is requested from the vendor. The vendor responds that, due to inventory shortages, the delivery will be delayed by two additional months. This negatively impacts the project schedule.

What should the project manager do?

- A. Inform the stakeholders and submit a change request.
- B. Verify the terms and conditions of the contract
- C. Cancel the current purchase order and select a new vendor.
- D. Change the procurement management plan to include this delay.

179.采购新设备并升级现有装置的采购订单已提交。在延期一个月后，要求供应商提交状态更新。供应商答复说，由于库存短缺，还将延迟两个月才能交付。这将对项目进度计划造成不利影响。

项目经理应该怎么做？

- A.通知干系人，并提交变更请求，
- B.确认合同条款和条件。
- C.取消当前采购订单，并选择新供应商。

D.更改采购管理计划包含这个延期。

180. To coincide with the holiday shopping season, the marketing department decides to release a product earlier than originally planned. Based on this, the project manager hires two additional resources for critical tasks.

What technique did the project manager use?

- A. Resource smoothing
- B. Fast tracking
- C. Crashing
- D. Resource leveling

180.为了迎合节假日购物季，营销部门决定比原计划提前发布一个产品。基于这个目的，项目经理为关键任务聘用两个额外的资源。

项目经理使用的是什么技术？

- A.资源平滑
- B.快速跟进
- C.赶工
- D.资源平衡

181. A project manager is working on implementing a new software application critical to a company's operations. During risk analysis, a team member identifies a high-probability risk of electrical failure due to energy supply issues at the project's location. This could affect the servers and make the application unavailable. The project sponsors agree to establish a redundant secondary site.

What risk response strategy is being used?

- A. Transfer
- B. Accept
- C. Avoid
- D. Mitigate

181.项目经理正在实施一项对公司经营至关重要的新软件应用程序。在风险分析期间，由于项目所在地能源供应问题，一名团队成员识别到一个高发生概率的电气故障风险。这可能影响服务器，让应用程序不可用。项目发起人同意建立一个备用辅助站点。

这使用的是什么风险应对策略？

- A.转移
- B.接受
- C.回避
- D.减轻

182. A company's vice president (VP) has just learned about the delay of a product launch planned for next month. This product is the main driver to accomplish the VP's strategic goals for the year. The VP has been included in the distribution of all monthly project status reports.

What tool or technique should the project manager use to improve the future working relationship with this VP?

- A. Interpersonal skills
- B. Communication methods

C. Power/interest grid

D. Expert judgment

182. 一家公司的副总裁 (VP) 刚刚得知计划在下个月的产品发布延期了。这个产品是副总裁完成今年战略目标的主要驱动因素。分发所有月度项目状态报告时, 副总裁均已包含在分发名单内。

若要改善未来与该副总裁的工作关系, 项目经理应该使用什么工具或技术?

A. 人际关系技能

B. 沟通方法

C. 权力/利益方格

D. 专家判断

183. A project manager considers whether external resources will be required for a project. What will be useful in creating a procurement management plan?

A. Source selection criteria

B. Make-or-buy decisions

C. Procurement statement of work (SOW)

D. Risk register

183. 项目经理考虑一个项目是否需要外部资源。下列哪一项对创建采购管理计划有用?

A. 供方选择标准

B. 自制或外购决策

C. 采购工作说明书 (SOW)

D. 风险登记册

184. A quality manager presents a project manager with a chart indicating that, on 24 occasions, system failures were the main reason for poor product quality. The chart does not indicate the cumulative frequency of all sources of failure.

What basic quality tool did the quality manager use?

A. Control chart

B. Histogram

C. Scatter diagram

D. Pareto diagram

184. 质量经理向项目经理提交了一份图表, 显示24次系统故障是产品质量差的主要原因。但该图表没有显示所有故障源的累积频率。

项目经理使用的是什么基本质量工具?

A. 控制图

B. 直方图

C. 散点图

D. 帕累托图

185. During project execution, a project manager receives two change requests from different departments within the customer's organization. After analyzing the change requests with the project team, the project manager concludes that execution of the first change will impact the execution of the second change.

What should the project manager do next?

- A. Initiate both change requests, and address the incompatibility issues during the execution phase.
- B. Meet with the project sponsor and representatives of both departments to determine the priorities.
- C. Meet with the project team and project sponsor to determine the priorities.
- D. Meet with the project team and representatives of both departments to determine the priorities.

185. 在项目执行期间, 项目经理收到客户组织中不同部门提交的两项变更请求。在与项目团队分析了变更请求后, 项目经理得出结论, 执行第一项变更将影响到第二项变更的执行。项目经理下一步应该怎么做?

- A. 同时发起两项变更请求, 并在执行阶段解决不兼容问题。
- B. 与项目发起人和两个部门的代表开会, 确定优先顺序。
- C. 与项目团队和项目发起人开会, 确定优先顺序。
- D. 与项目团队和两个部门的代表开会, 确定优先顺序。

186. When developing a risk management plan, what should a project manager do to identify risks?

- A. Establish ground rules.
- B. Review project documents.
- C. Evaluate the risk register.
- D. Review probability and impact matrix.

186. 在制定风险管理计划时, 项目经理应如何识别风险?

- A. 制定基本规则。
- B. 审查项目文件。
- C. 评估风险登记册。
- D. 审查概率和影响矩阵。

187. A vendor submits a final deliverable's key component and requests contract closure. What should the project manager do?

- A. Close the contract.
- B. Use the component.
- C. Validate the component.
- D. Ask for stakeholder approval.

187. 供应商提交最终可交付成果的关键部件, 并请求合同收尾。项目经理应该怎么做?

- A. 收尾合同。
- B. 使用部件。
- C. 核实部件。
- D. 请求干系人批准。

188. A project manager organizes an urgent team meeting to review final product issues discovered by the client upon delivery. After reviewing all test results, it is identified that requirements-gathering processes were poorly defined and not followed.

What should the project team do to improve future requirements-gathering processes?

- A. Create control charts.
- B. Conduct product testing.

C. Manage Quality.

D. Follow the communications management plan.

188.项目经理召开一次紧急团队会议，审查交付时由客户发现的最终产品问题。审查所有测试结果后，确定需求收集过程定义不清，且未能加以遵循。

项目团队应该怎么做来改进未来的需求收集过程？

A.创建控制图。

B.执行产品测试。

C.管理质量。

D.遵循沟通管理计划。

189 Two project team members debate the best way to implement a deliverable. Both team members propose different approaches to fulfill functional requirements. They determine that the best approach is to gain an understanding of why the customer requested the product.

What document will help determine this?

A. ROI analysis

B. Functional requirements document

C. Work breakdown structure (WBS)

D. Project charter

189.针对实施一项可交付成果的最佳方式，两名项目团队成员进行争论。两名团队成员对满足功能要求提出了不同方法，他们确定最好的方法就是要理解客户需要这个产品的原因。

下列哪一份文件能够帮助他们确定这一点？

A.ROI投资回报率分析

B.功能要求文件

C.工作分解结构（WBS）

D.项目章程

190. A customer acceptance test is coming to a close, but the customer requests that a change be made before providing approval. What should the project manager do?

A. Employ the Validate Scope process.

B. Notify the sponsor.

C. Make the change and obtain approval.

D. Add the request to the scope via the Perform Integrated Change Control process.

190.客户验收测试即将结束，但是客户要求提供批准之前进行一项变更。项目经理应该怎么做？

A.应用核实范围过程。

B.通知项目发起人。

C.进行变更，并获得批准。

D.通过实施整体变更控制过程将该请求添加进范围当中。

191.

Risk#	Probability (%)	Value
1	10	US\$10,000
2	5	US\$100,000
3	5	US\$50,000

Based on the table, what is the total expected monetary value of risk?

- A.US\$160,000
- B.US\$100,000
- C.US\$10,000
- D.US\$8,500

191.

风险#	概率 (%)	价值
1	10	10000美元
2	5	100000美元
3	5	50000美元

根据此表，风险的总预期货币价值是多少？

- A.160000美元
- B.100000美元
- C.10000美元
- D.8500美元

192. An unplanned external audit will be performed within the next two weeks. What statement accurately describes this situation?

- A. This audit is not part of quality assurance.
- B. This audit is unnecessary because it was not included in the quality management plan.
- C. This audit is part of quality assurance.
- D. This audit should be registered in the risk register with a defined risk response plan.

192.一项未计划的外部审计将在未来两周内执行。下列哪种说法准确地描述了这种情形？

- A.这项审计不属于质量保证的组成部分。
- B.这项审计没有必要，因为其未包含在质量管理计划中。
- C.这项审计属于质量保证的组成部分。
- D.这项审计应登记在风险登记册中，并附有定义明确的风险应对计划。

193 A project manager, newly assigned to an ongoing project, realizes that many approved change requests are still pending. What process should the project manager follow?

- A. Validate Scope
- B. Control Communications
- C. Direct and Manage Project Work
- D. Perform Integrated Change Control

193.项目经理刚刚被任命管理一个正在进行中的项目，了解到许多批准的变更请求还未解决。项目经理应该遵循下列哪一个流程？

- A.核实范围
- B.控制沟通
- C.指导与管理项目工作
- D.实施整体变更控制

194. A project sponsor informs a project manager that, due to an unforeseen external risk, project funds will be unavailable starting next month. What should the project manager do?

- A. Reevaluate the risk matrix with the project sponsor.
- B. Ask for additional funds to mitigate the risk.
- C. Recommend that the project be deferred until the risk is mitigated.
- D. Close the project and release the resources.

194. 项目发起人通知项目经理，由于一个不可预见的外部风险，从下个月开始，项目资金将不可用。项目经理应该怎么做？

- A. 与项目发起人一起重新评价风险矩阵。
- B. 请求额外资金减轻风险。
- C. 建议推迟项目，直至风险减轻。
- D. 收尾项目，并解散资源。

195. A project manager is presented with four business case scenarios:

A requires an investment of US\$10 million; its net present value (NPV) is US\$12 million.

B requires an investment of US\$10 million; its ROI is 1.2.

C requires an investment of US\$10 million; its internal rate of return (IRR) is 1.2.

D requires an investment of US\$10 million; its profit is US\$2 million.

What business case should the project manager recommend?

- A.A
- B.B
- C.C
- D.D

195. 项目经理面前有四个商业论证情景：

A需要投资1000万美元；净现值（NPV）为1200万美元。

B需要投资1000万美元：ROI为1.2。

C需要投资1000万美元：内部收益率（IRR）为1.2。

D需要投资1000万美元：利润为200万美元。

项目经理应该推荐哪一个商业论证？

- A.A
- B.B
- C.C
- D.D

196 A project's scope has undergone continuous growth, which negatively impacts its schedule and cost. What should the project manager have done better to minimize these impacts?

- A. Developed a change management plan
- B. Requested project sponsor approval
- C. Improved communications
- D. Assessed project requirements to establish project deliverables

196. 项目范围已经历不断增长，这对进度和成本造成负面影响。若要尽可能减少这些影响，项目经理最好应事先完成哪一项？

- A. 制定变更管理计划
- B. 请求项目发起人批准
- C. 改进沟通
- D. 评估项目需求，制定项目可交付成果

197. According to a project status report, a project's earned value (EV) is 0.6 and its planned value (PV) is 0.4. What performance measures are calculated using this information?

- A. Cost variance (CV) and cost performance index (CPI)
- B. Schedule variance (SV) and CPI
- C. SV and schedule performance index (SPI)
- D. CV and SPI

197.根据项目状态报告,项目挣值(EV)为0.6,计划价值(PV)为0.4。使用该信息能计算出什么绩效测量结果?

- A.成本偏差(CV)和成本绩效指数(CPI)
- B.进度偏差(SV)和CPI
- C.SV和进度绩效指数(SPI)
- D.CV 和SPI

198. A project manager must contract with a supplier to develop new software for a project estimated to take one-and-a-half years to complete. The project sponsor wants to ensure that supplier cost variations will not impact project costs.

What type of contract should be used?

- A. Firm fixed price (FFP)
- B. Fixed price incentive fee (FPIF)
- C. Cost plus fixed fee (CPFF)
- D. Cost plus incentive fee (CPIF)

198.项目经理必须与供应商签订合同,为一个预期要花一年半时间完工的项目开发新软件。项目发起人希望确保供应商成本偏差将不会影响项目成本。

这应该使用哪一个合同类型?

- A.固定总价合同(FFP)
- B.成本总价加激励费用合同(FPIF)
- C.成本加固定费用合同(CPFF)
- D.成本加激励费用合同(CPIF)

199. During a project's testing phase, product problems are identified. The customer asks the project manager to quickly isolate the characteristics affected by these problems.

Where can the project manager find this Information?

- A. Test plan definition
- B. Work breakdown structure (WBS) dictionary
- C. Requirements traceability matrix
- D. Customer requirements

199.在项目的测试阶段,识别到产品的多个问题,客户要求项目经理快速隔离受这些问题影响的特性。

项目经理可以从哪里找到这个信息?

- A.测试计划定义
- B.工作分解结构(WBS)字典
- C.需求跟踪矩阵
- D.客户需求

200. A change request is approved by the change control board (CCB). What should the project manager do next?

- A. Execute the change.
- B. Update the project management plan.
- C. Update the project baseline.
- D. Notify the sponsor.

200.变更请求已经获得变更控制委员会（CCB）的批准。项目经理下一步应该怎么做？

- A.执行变更。
- B.更新项目管理计划。
- C.更新项目基准。
- D.通知项目发起人。