单元测试一

1. 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.

1. 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. 咨询公司的战略规划。

D. 根据公司的战略经验教训管理项目。

2. A manufacturing company identifies the need for a new line of product. 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.

2. 一家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。

3. 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

3. 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

4. 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

4. 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，因此公司终止该项目并外包支持中心。

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

5. 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 ground of vendors

D. Identified assumptions and constraints during project initiation

5. 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

6. 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 form the sponsor.

D. Obtain project charter approval form the stakeholders.

6. 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。

7. A project manager assigned to a large construction project receives a request to increase the size of 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.

7. 项目经理被任命管理一个大型施工项目，收到一个增加 10 层建筑物规模的请求。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。

8. 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

8. 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

9. 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

9. 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

10. 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

10. 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

11. 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.

11. 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。

12. 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.

12. 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。

13. 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 resources and their supervisor.
D. Identify project priorities with the project management office (PMO).

13. 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。

14. 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.

14. 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。

15. 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

15. 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

16. A project manager assumes a project for a company that is 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. 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

17. 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

18. 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. Approval the change due to its urgency.

C. Discontinue work until other alternatives are explored.

D. Request project sponsor approval.

18. 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. 由于其紧迫性，批准变更。

C. 中止工作，直到探索到其他可选方案。

D. 请求项目发起人批准。

19. An experienced project manager assumes an IT project that is similar to other company project.

What is a good resource to which the project manager can refer?

A. Lessons learned

B. Risk register

C. Quality metrics

D. Continuous improvement

19. 一位经验丰富的项目经理负责管理一个 IT 项目，该项目与其他公司项目类似。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

20. 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

20. 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

21. 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 judgement to develop a work breakdown structure (WBS) and a schedule
D. Gathering information to develop a project charter

21. 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

22. A project manager is frustrated 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.

22. 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。

23. 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

23. 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

24. 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.

24. 客户验收测试即将结束，但是客户要求在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。

25. 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. Statue report
B. Daily stand up
C. Focus groups
D. Kick-off meeting

25. 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

26. 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. What should be included in the expansion proposal?
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

26. 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

27. 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.

27. 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。

28. 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. Enterprise environmental factors
C. Organizational process assets
D. Project charter

28. 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. 事业环境因素
C. 组织过程资产
D. 项目章程

29. 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

29. 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。项目经理决定为确定遵守新法规，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

30. 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

30. 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

31. 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 baseline.
C. Update the project management plan.
D. Notify the sponsor.

31. 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. 更新项目基准。
C. 更新项目管理计划。
D. 通知项目发起人。

32. 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.

32. 项目经理负责管理一个已定义范围的项目。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。

33. 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.

33. 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。

34. To reduce costs, a company considers retaining only the best-performing projects in its portfolio. Project manager X and project manager Y want to ensure their projects are retained.
What should these project managers do to ensure their projects are considered?

A. Actively enlist support

B. Influence a critical resource

C. Present project performance records

D. Brainstorm with team members

34. 为减少成本，一家公司考虑仅保留其项目组合中表现最好的项目。项目经理 X 和项目经理 Y 希望确保他们的项目被保留下来。
为确保他们的项目被纳入考虑范围，项目经理应该怎么做？

A. 积极争取支持

B. 影响一名关键资源

C. 提交项目绩效记录

D. 与团队成员头脑风暴

35. 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

35. 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. 评估项目请求，制定项目可交付成果

36. 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.

36. 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。

37. A project manager discovers that stakeholders have different expectations for a new project. The vice president of production expects an improved level of manufacturing, while the financial officer expects an increase in profits. Who makes the final decision on expected project objectives?

A. Project manager

B. Program manager

C. Project sponsor

D. Project customer

37. 项目经理发现项目干系人对新项目的期望不高，生产部副主管希望改进制造水平，而财务负责人则期望增加利润。谁能够对期望的项目目标做出最终决定？

A. 项目经理

B. 项目群经理

C. 项目发起人

D. 项目客户

38. What should a project team do when a budget shortfall places an ongoing project on hold until additional funding can be acquired?

A. Ask for reassignment to an active project

B. Create a business case to acquire additional funding

C. Assess current state of the project, capture lessons learned, and deliver project closure documents to stakeholders

D. Update the risk management plan, submit a risk mitigation plan, and capture lessons learned

38. 预算短缺让一个正在进行的项目搁置时，在能够获得额外资金前，项目团队应该怎么做？

A. 要求重新分配到一个处于活动状态的项目

B. 创建商业论证，获得额外资金

C. 评估项目的当前状态，收集经验教训，并向项目干系人交付项目收尾文件

D. 更新风险管理计划，提交风险减轻计划，并收集经验教训

39. While preparing the overview of a construction project, a key stakeholder states that a customer request must be added, increasing project costs. What should the project manager do next?

A. Balance the budget and modify the resource schedule

B. Include the request and modify the project charter

C. Approve the project management plan and increase the budget

D. Include the request and balance the budget

39. 在准备某个施工项目的概述时，一名关键干系人指出必须添加一个增加项目成本的客户请求。项目经理下一步应该怎么做？

A. 平衡预算，并修改资源调度

B. 包含该请求，并修订项目章程

C. 批准项目管理计划，并增加预算

D. 包含该请求，并平衡预算

40. A project manager is assigned to a global project located in multiple time zones. The project manager wants to ensure that all team members have timely access to project documentation. What should the project manager create?

A. Resource management plan

B. Project management plan

C. Stakeholder management plan

D. Project management information system (PMIS)

40. 项目经理被任命管理一个处于多个时区的全球项目。项目经理希望确保所有团队成员都能及时访问项目文档。项目经理应创建什么？

A. 资源管理计划

B. 项目管理计划

C. 干系人管理计划

D. 项目管理信息系统（PMIS）

41. 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.

41. 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。

42. 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

42. 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

43. A project manager instructs the director of accounts to make changes to a project's resource assignments in what type of organization is the project manager working?

A. Projectized

B. Strong matrix

C. Weak matrix

D. Functional

43. 项目经理指示客户总监变更某个项目的资源分配。项目经理在哪种组织类型工作？

A. 项目型

B. 强矩阵型

C. 弱矩阵型

D. 职能型

44. A customer requests the ability to alter requirements as a project evolves, and to receive products 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

44. 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

45. After receiving the project charter, the project manager schedules a kick-off meeting. To ensure the participation of key stakeholders, what should the project manager do?

A. Mandate meeting attendance by key stakeholders

B. Work with the project sponsor to encourage stakeholder participation

C. Conduct the kick-off meeting and circulate meeting minutes

D. Approach stakeholders directly to encourage their participation and gain buy-in

45. 收到项目章程后，项目经理安排了一次项目启动大会。若要确保关键项目干系人参与，项目经理应该怎么做？

A. 强制关键项目干系人参加会议

B. 与项目发起人合作，鼓励干系人参与

C. 召开项目启动大会，并发放会议纪要

D. 直接与干系人联系，鼓励他们参加并获得支持

46. During a project's initiation phase, a project sponsor learns that a new government regulation may require a change to the project's existing procurement plan. The sponsor

asks the project manager to provide information that will convince senior management to proceed with the project. Where should the project manager find this information?

A. Business case
B. Project charter
C. Project approval requirements
D. Organizational process assets

46. 在项目启动阶段，项目发起人得知一项新的政府规定可能要求更改项目的现有采购计划，项目发起人要求项目经理提供能够说服高级管理层继续该项目的相关信息。项目经理可以从哪里找到这个信息？

A. 商业论证
B. 项目章程
C. 项目批准要求
D. 组织过程资产

47. A project manager meets with the project sponsor to discuss changes related to the project schedule, resource productivity, resource availability, and unanticipated risks. Following this meeting, what should the project manager do?

A. Update the risk register
B. Document the changes
C. Re-baseline the project
D. Initiate change management procedures

47. 项目经理与项目发起人开会讨论与项目进度计划，资源生产率，资源可用性以及不可预测风险有关的变更。会议之后，项目经理应该怎么做？

A. 更新风险登记册
B. 记录变更
C. 重订项目基准
D. 启动变更管理程序

48. During project 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. Take corrective actions
D. Perform quality assurance activities

48. 在产品测试期间，项目团队识别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. 采取纠正措施
D. 执行质量保证活动

49. An innovative project is failing as a result of incomplete and ever-changing product specifications. During which phase should the project life cycle have been clarified to ensure successful project delivery?

A. Initiating

B. Executing
C. Monitoring and controlling
D. Planning

49. 由于产品技术规格不完整且不断发生变化，一个创新项目失败了，为确保项目成功交付，本应在哪一个阶段澄清项目生命周期？

A. 启动阶段
B. 执行阶段
C. 监控阶段
D. 规划阶段

50. To guarantee a successful start to a project that involves cross-organizational teams, when should a project manager schedule the kick-off meeting?

A. As soon as the project management plan has been completed
B. As soon as the project has been approved and funded
C. As soon as the project scope has been completed
D. As soon as the project charter is more than 75 percent complete

50. 为了保证成功开始一个涉及交叉型组织团队的项目，项目经理何时应该安排项目启动大会？

A. 完成项目管理计划时
B. 项目获得批准和资金时
C. 完成项目范围时
D. 项目章程完成75%时