

单元测试三

1. 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)

1. 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)

2. 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.

2. 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。

3. 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.

3. 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。

若要使项目拉回正轨, 项目经理应该怎么做?

- A. 采用赶工技术。
- 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。

4. 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

4. 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

5. 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

5. 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

6. 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.

6. 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)

7. 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 the project's schedule variance (SV)?

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

7. 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

8. 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

8. 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

9. 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

9. 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

10. 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

10. 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

11. 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

11. 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

12. 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 this?

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

12. 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

13. 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 judgement
- D. Inspection

13. 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

14. A new product requires an extensive recall that incurs costs. What should the project manager have done to reduce the change at a recall?

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

14. 一项新产品需要导致成本的广泛召回。若要降低召回机率, 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

15. 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.

15. 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增加新功能。

项目经理应该怎么做?

- 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。

16. 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

16. 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

17. A company signs a contract with a customer for several projects. Upon completion of the first project, the customer is dissatisfied with the deliverable and wants to reevaluate the remaining project.

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.

17. 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。

18. 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. Review the plan and document the costs.
- D. Gather the information and finalize the budget.

18. 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. 审查计划并记录成本。
- D. 收集信息并最终确定预算。

19.

Project Length(months)	8.00	
Budget at Completion (EAC)	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.

19.

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。

20. 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

20. 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

21. 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 (EMV)
- B. Trend
- C. Reserve
- D. Baseline

21. 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

22. 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

22. 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. 这项设计没有必要，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

23. 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. Perform quality assurance.
- D. Follow the communications management plan.

23. 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. 实施质量保证。
- D. 遵循沟通管理计划。

24. 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.

24. 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。

25. 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

25. 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

26. 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)

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

27. A construction company is contracted by the local government to 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?

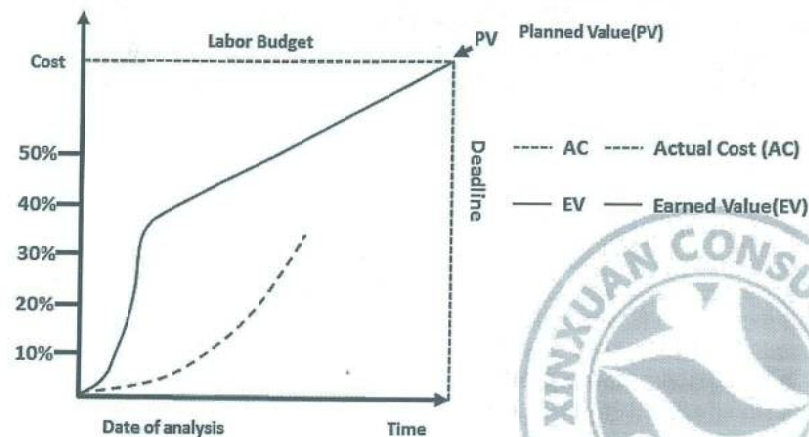
- A. Cost aggregation
- B. Reserve analysis
- C. Funding limit reconciliation
- D. Historical relationship

27. 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 (WBS)，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

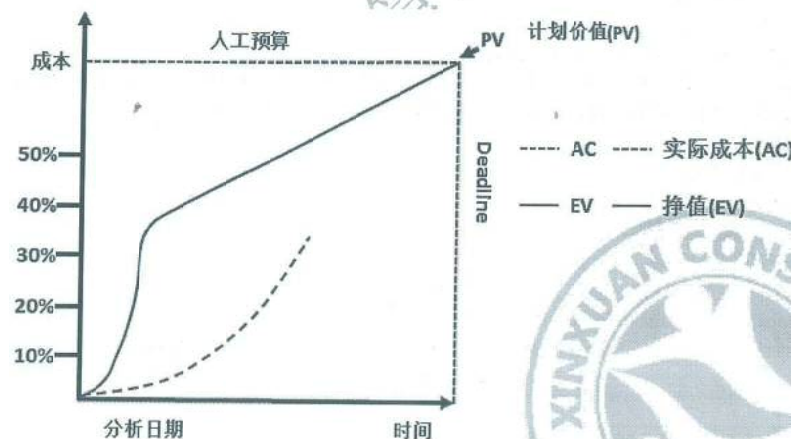
28. A project manager is working with a vendor on a financial services project. During a status meeting, the vendor provides a graph on the progress of the work.



What is the project's status?

- A. On budget and on schedule
- B. On budget and behind schedule
- C. Under budget and behind schedule
- D. Under budget and on schedule

28. 项目经理在一个财务服务项目上与供应商合作。在状态会议期间，供应商提供了工作进展方面的图表。



项目目前的状态是什么?

- A. 符合预算和进度
- B. 符合预算但落后于进度
- C. 低于预算但落后于进度
- D. 低于预算并符合进度

29. A company must develop a project management culture to survive in a changing environment. In the past, the organizational'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.

29. 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。

30. 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.

30. 在项目执行阶段，新项目经理接管项目，且所有项目文件均已交接。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。

新项目经理下一步该怎么做？

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

31. A company's executive management evaluates the feasibility of starting a new product line with an initial investment of US\$10,000 and expected cash inflows as follows:

Year	Cash Inflows
1	US\$3,000
2	US\$5,000
3	US\$7,000

Based on the data provided and using the internal rate of return technique, what should be the maximum cost of capital that the company will accept to keep this project viable?

- A. 32%
- B. 10%
- C. 25%
- D. 15%

31. 公司的主管经理评估开始一个新产品线的可行性，该产品线的初始投资为10,000美元，预期现金流如下：

年	现金流入
1	3,000 美元
2	5,000 美元
3	7,000 美元

根据所提供的数据，使用内部收益率技术，为保证这个项目可行，该公司将接受的最大资本成本为多少？

- A. 32%
- B. 10%
- C. 25%
- D. 15%

32. An external consultant shares good practices adopted by another company in the industry. What does this describe?

- A. Process analysis
- B. Conflict of interest
- C. Work performance measurements
- D. Quality audit

32. 一个外部顾问分享了行业中另一家公司所采用的良好实践。这描述的是什么？

- A. 过程分析
- B. 利益冲突
- C. 工作绩效测量
- D. 质量审计

33. During project execution, the project team suspects that there is a serious quality issue with a key component. What quality tool should be used to confirm this?

- A. Control charts
- B. Checksheet
- C. Cause-and-effect diagram
- D. Flowchart

33. 在项目执行期间，项目团队怀疑一个关键组件存在严重的质量问题。应使用什么质量工具确认这一点？

- A. 控制图
- B. 核对表
- C. 因果图
- D. 流程图

34. A project manager must perform a root cause analysis on a project risk. What should the project manager use to show the risk's underlying causes and to develop preventive actions?

- A. Delphi technique
- B. Flowchart
- C. Scatter diagram
- D. Ishikawa diagram

34. 项目经理必须对一个项目风险执行根本原因分析。项目经理应使用什么来显示风险的根本原因，并制定预防措施？

- A. 德尔菲技术
- B. 流程图
- C. 散点图
- D. 石川图

35. 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

35. 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

36. 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

36. 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

37. A project has a most likely duration of 10 weeks, optimistic duration of 6 weeks, and a pessimistic duration of 12 weeks. The project manager would like to estimate the activity duration using triangular distribution. What is the estimated in weeks?

- A. 9
- B. 9.33
- C. 10.5
- D. 12

37. 一个项目最可能的工期为 10 周, 最乐观的工期为 6 周, 而最悲观的工期是 12 周, 该项目经理希望用三角分布来结算活动工期。估计工期为多少周?

- A. 9 周
- B. 9.33 周
- C. 10.5 周
- D. 12 周

38. Three months into a six-month project, the project manager discovers that a team member implemented a change prior to approval of the change request. To prevent additional unauthorized changes, what should the project manager do?

- A. Create a quality checklist
- B. Train all team members on change management procedures
- C. Submit a change request to update the procedure
- D. Perform a quality audit

38. 在一个六个月的项目进入第三个月时, 项目经理发现一名团队成员在批准变更请求之前实施了一项变更。若要防止额外的未经授权的变更, 项目经理下一步应该怎么做?

- A. 创建质量核对表
- B. 对所有团队成员培训变更管理程序
- C. 提交变更请求更新该程序
- D. 执行质量审计

39. The project manager reports a to-complete performance index of 1.15. The budget at completion is US\$1,575,000. The earned value is US\$1 million. The planned value is US\$985,000.

What is the actual cost?

- A. US\$985,000
- B. US\$1,075,000
- C. US\$1,061,957
- D. US\$1,132,750

39. 项目经理报告一个完工尚需绩效指数为 1.15。完工预算为 157.5 万美元。挣值为 1 百万美元。计划价值为 98.5 万美元。

那么实际成本是多少?

- A. 985000 美元
- B. 1075000 美元
- C. 1061957 美元
- D. 1132750 美元

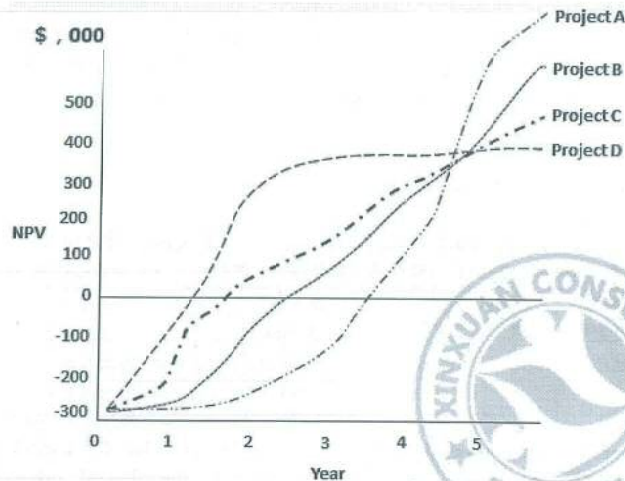
40. A project sponsor is concerned with the volume of defects resulting from approved change requests. How should the project manager investigate the effectiveness of the implemented change requests?

- A. Perform a quality audit
- B. Develop a control chart
- C. Have them reviewed by the change control board (CCB)
- D. Calculate earned value (EV) performance

40. 项目发起人对批准的变更请求所导致的缺陷量十分关切。项目经理应如何调查已实施变更请求的有效性?

- A. 执行质量审计
B. 制作控制图
C. 让变更控制委员会 (CCB) 审查
D. 计算挣值 (EV) 绩效

41.

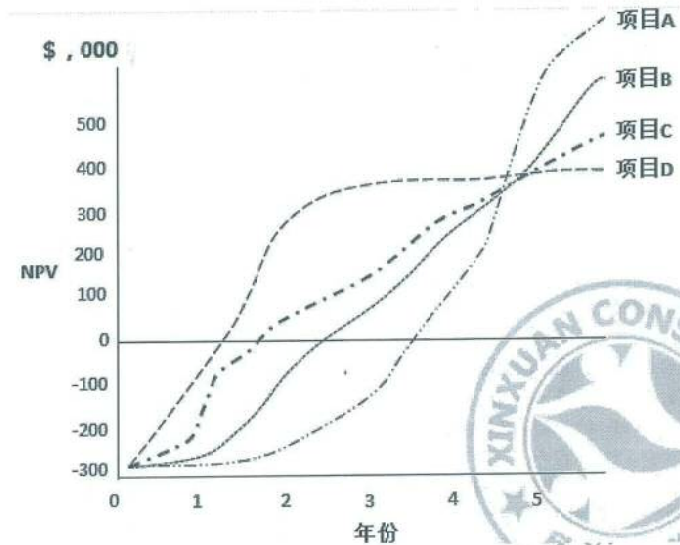


A project manager prepares four options to deliver a new product to the market. Each option is prepared as a project with its own revenue and cost forecast.

As budgets are limited, which of the following projects will have the shortest payback?

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

41.



项目经理准备了向市场投放一个新产品的四个方案。每个方案都按一个项目准备，拥有自己的收入和成本预测。

由于预算有限，下列哪一个项目将拥有最短的回收期？

- A. 项目 A
B. 项目 B
C. 项目 C
D. 项目 D

42. A project manager develops an estimate of the financial resources needed to complete project activities. Due to insufficient information, there is uncertainty in project cost. What technique could assist the project manager with documenting, baselining, and communicating this situation to key stakeholders?

- A. Expert judgment
B. Reserve analysis
C. Funding limit reconciliation
D. Cost of quality

42. 项目经理制定了一份完成项目活动所需的财务资源估算。由于信息不足，项目成本存在不确定性。哪一项技术能够协助项目经理记录、制定基准并与关键干系人沟通这种情况？

- A. 专家判断
B. 储备分析
C. 资金限制平衡
D. 质量成本

43. A project 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.

43. 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。

44. A project manager's next promotion depends upon the successful, on-time delivery of a high-profile project that is weeks behind schedule. What should the project manager do at the next status meeting?

A. Report that metrics and status are in line with stakeholder expectations.

B. Report that delivery is on schedule and plan to bring the schedule back on track.

C. Share the information with the project sponsor and ask for guidance.

D. Report metrics and status accurately, indicating that there will be negative consequences.

44. 项目经理的下一晋升取决于成功按时交付一个高端项目, 但该项目落后于进度几周时间。项目经理在下次状态会议上怎么做?

A. 报告测量指标和状态符合项目干系人的期望

B. 报告交付符合进度计划, 并计划将进度恢复正常轨道

C. 与项目发起人一起分享该信息, 并请求指导

D. 准确报告测量指标和状态, 表明将存在负面后果

45. A company is running two construction projects:

Project A is budgeted at US\$1 million, will take two years to complete, and after completion will have a running cost of US\$200,000 per year.

Project B is budgeted at US\$1.5 million, will take three years to complete, and after completion will have a running cost of US\$150,000 per year.

Project B will generate revenues of US\$750,000 per year, which is US\$250,000 higher than project A.

How many years must pass for the two projects to become equal in their ROI?

A. 6

B. 8

C. 7

D. 5

45. 公司正在运行两个施工项目

项目 A 的预算为 100 万美元, 需要花两年时间完工, 完工后每年的运行成本为 20 万美元

项目 B 的预算为 150 万美元, 需要花三年时间完工, 完工后每年运行成本为 15 万美元

项目 B 每年将产生 75 万美元的收入, 比项目 A 高 25 万美元

必须经过几年才能让两个项目的投资回报率 (ROI) 相同?

A. 6 年

B. 8 年

C. 7 年

D. 5 年

46. While approaching a project's completion, the customer discovers a major system failure. The project manager must assess the impact on the project.

Which technique does this describe?

A. Cost-benefit analysis

B. Cost of quality (COQ)

C. Quality management methodologies

D. Benchmarking

46. 一个项目接近完工时, 客户发现一个重大系统故障。项目经理必须评估这对项目的影响。这描述的是哪一项技术?

A. 成本效益分析

B. 质量成本 (COQ)

C. 质量管理方法

D. 标杆对照

47. A project manager is assigned to bring a new product to market when another company announces the release of its new and competing product. The project sponsor asks the project manager to accelerate project completion, but stresses that should be done with minimal additional costs. What technique should the project manager use?

A. Fast tracking

B. Crashing

C. Resource leveling

D. Program evaluation and review (PERT)

47. 项目经理被委任将一个新产品投入市场。但此时另一家公司宣布发布新的、具有竞争性的产品, 项目发起人要求项目经理加速完成项目, 但是强调应在增加最少成本的情况下完成。项目经理应使用什么技术?

A. 快速跟进

B. 赶工

C. 资源平衡

D. 计划评审技术 (PERT)

48. During a risk review meeting, a project team identifies that a project's major risk is no longer valid. The project's cost performance index (CPI) is 0.85, its schedule performance index (SPI) is 1.34 and its risk reserve is US\$400,000. What should the project manager do next?

A. Release the risk reserve

B. Reassess the CPI value

C. Ask for approval of a new budget

D. Perform a Monte Carlo simulation

48. 在风险审查会上, 项目团队识别到一个项目的主要风险不再有效。项目的成本绩效指数 (CPI) 为 0.85, 进度绩效指数 (SPI) 为 1.34, 风险储备为 400000 美元。项目经理下一步应该怎么做?

A. 释放风险储备

B. 重新评估 CPI 值

C. 要求批准新的预算

D. 执行蒙特卡洛模拟

49. A project's execution phase is nearing completion when an unexpected event occurs. Additional funds are required to meet requirements, but the contingency reserve is unavailable. What should the project manager do?

- A. Report the project cost performance to the steering committee
- B. Reduce other scope items to cover the budget
- C. Increase the budget
- D. Report the cost overrun and request scope change approval from the steering committee

49. 项目的执行阶段接近完成, 此时发生一个意外事件。需要额外的资金来满足要求, 但是应急储备不可用。项目经理应该怎么做?

- A. 向指导委员会报告项目成本绩效
- B. 减少其他范围项, 涵盖预算
- C. 增加预算
- D. 报告成本超支, 并向指导委员会请求批准范围变更

50. A task on the critical path is delayed causing a negative total float. What should the project manager do first?

- A. Check the lag time on the critical path successor
- B. Revise the schedule baseline to show the new completion date
- C. Fast track the tasks on the near critical path
- D. Issue a change request to amend the project schedule

50. 一个关键路径上的任务发生延迟, 导致总浮动时间为负数。项目经理首先应该怎么做?

- A. 检查关键路径后续任务的滞后时间
- B. 修订进度基准, 显示新的完成日期
- C. 快速跟进附近关键路径上的任务
- D. 签发变更请求, 修改项目进度计划