

单元测试四

1. 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

1. 在一次头脑风暴会议期间，项目团队制定了一系列应用策略，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

2. A project's progress begins to 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

2. 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

3. 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.

3. 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。

4. 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. Control Risks
- C. Control Schedule
- D. Develop Project Team

4. 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. 控制风险
- C. 控制进度
- D. 建设项目团队

5. During project implementation, the project manager used icebreaker exercises in which multiple conflicts arose due to team members' behavioral difference. 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

5. 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个阶段？

- A. 形成阶段
- B. 震荡阶段
- C. 规范阶段
- D. 成熟阶段

6. 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.

6. 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。

7. 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.

7. 在制定风险管理计划时，项目经理应如何识别风险？P243

- 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。

8. 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

8. 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/调节
- D. 缓解/包容

9. 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.

9. 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。

10. 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.

10. 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。

11. 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 resources 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

11. 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

12. 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.

12. 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。

13. 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 judgement

13. 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

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

14. 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。

15. 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.

15. 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。

16. 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

16. 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

17. 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. Review the communications management plan.

B. Check the team member's performance history.

- C. Initiate regular information meetings with all team members.
- D. Hold a one-on-one meeting with the team member.

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

18. An engineer working on project 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's project manager.
- B. Discuss the issue with the project teams.
- C. Ask team members to provide encouragement to the engineer.
- D. Meet with the engineer to identify a satisfactory solution.

18. 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。

19. 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

19. 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. 同意
- D. 减轻

20. 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.

20. 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。

21. 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 customer.
- B. Update the risk register.
- C. Escalate the issue to the project sponsor.
- D. Review and update the communications management plan.

21. 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。

22. 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

22. 在项目期间，项目经理发现项目团队成员缺乏按进度计划完成任务的基本技能。下列哪一份计划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

23. 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.

23. 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。

24. 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

24. 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

25. 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

25. 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

26. 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

26. 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

27. 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 projectmanagement plan and inform stakeholders.
- D. Escalate the issue to the project sponsor.

27. 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。

28. 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.

28. 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。

29. 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 Change Control process.
- C. Revise the stakeholder register.
- D. Review the risk register.

29. 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项目，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。

30. 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

30. 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

31. 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

31. 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

32. 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. Updating the issue log
- D. Updating the clientcommunication requirements

32. 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。

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

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

33. 可以使用哪一项工具或技术来控制风险?

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

34. 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

34. 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

35. 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

35. 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

36. A project manager advises the project sponsor of an issue with 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. Risk acceptance
- C. Third-party risk transfer
- D. Monetary modeling and simulation analysis

36. 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. 风险接受
- C. 第三方风险转移

D. 货币建模与仿真分析

37. 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, which could lead to project delays.

What should the project manager do?

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

37. 项目经理了解到一名关键团队成员想在一个月内离开项目。将该成员的职责交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. 调整风险管理计划。
- C. 与项目发起人会面，加快新成员的融合。
- D. 识别项目发起人的期望，并制定人力资源管理计划。

38. 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. Responsible, accountable, consult, and inform (RACI) matrix
- C. Staffing management plan
- D. Organizational breakdown structure (OBS)

38. 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. 执行、负责、咨询和知情 (RACI) 矩阵
- C. 人员配备管理计划
- D. 组织分解结构 (OBS)

39. 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. Update the risk register, and create a new change in the change log incorporating details from the risk register.
- B. Create a new change in the change log, conduct an impact analysis, and prepare a project status report.
- C. Update the risk register, and create and continuously monitor the issue in the issue log.
- D. Create a new issue in the issue log, and immediately inform the stakeholders.

39. 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. 更新风险登记册，并在变更日志中创建一项新变更，包括风险登记册中的详情。

- B. 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。
- C. 更新风险登记册，创建并持续监控问题日志当中的问题。
- D. 在问题日志中创建一项新问题，并立即通知干系人。

40. 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 X
- B. Theory Y
- C. Maslow's hierarchy of needs
- D. Motivation-hygiene theory

40. 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下作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. X 理论
- B. Y 理论
- C. 马斯洛需求层次理论
- D. 激励-保健理论

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

41. 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. 开拓
- B. 分享
- C. 接受
- D. 转移

42. 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 availability.

What should the project manager do next?

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

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

43.

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

43.

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

44. 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.

44. 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。

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

- A. Quantitative risk analysis
 - B. Risk audit
 - C. Risk register
 - D. Qualitative risk analysis
45. 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. 风险审计
 - C. 风险登记册
 - D. 定性风险分析

46. 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.

46. 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。

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

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

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

48. 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

48. 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

49. 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

49. 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

50. 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. Risk management plan
- B. Project schedule
- C. Risk register
- D. Communications management plan

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