

单元测试二

1. A project manager defines the acceptance criteria for project deliverables. What should these be recorded?
- A. Project charter
 - B. Project scope statement
 - C. Requirements management plan
 - D. Work breakdown structure (WBS)
1. 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? *P85*
- 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)
2. 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.
2. 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。
3. 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
3. 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活动。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

4. 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 judgement
 - D. Analogous estimating
4. 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
5. 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
5. 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
6. 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
6. 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
7. 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

7. 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

8. Project manager A realizes that additional resource 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. Resources calendar
- C. Project organization chart
- D. Team performance assessments

8. 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. 组织绩效评估

9. 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.

9. 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。

10. During project execution, a project manager receives two change requests from different departments within the customer's organization. After analyzing the change request 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... to determine the priorities

10. 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。

11. At the end of a project, the project manager discovers that several regulatory requirements were 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.

11. 在项目结束时, 项目经理发现已批准的范围中遗漏了多项法规要求, 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。

12. 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

12. 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

13. A project manager receives three cost estimates for an item.
Optimistic (t₀), US\$1,500
Most likely (t_M), US\$2,000
Pessimistic (t_P), 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

13. 项目经理收到某个产品的成本估算:

乐观 (t₀), 1500 美元
最可能 (t_M), 2000 美元
悲观 (t_P), 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

14. 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

14. 项目经理被任命管理一个项目, 但由于监管协定, 时间线并不可协商。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

15. 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

15. 一家汽车公司发布一款新车型, 但在最后一刻对车身外形样式作了变更。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、干系人和采购管理计划

D. 需求、质量和沟通管理计划

16. 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

16. 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

17. 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

17. 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

18. 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.

18. 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。

19. Due to organizational changes, a project sponsor requests a shorter timeliness 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.

19. 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。

20. 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.

20. 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。

21. 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.

21. 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。

22. 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.

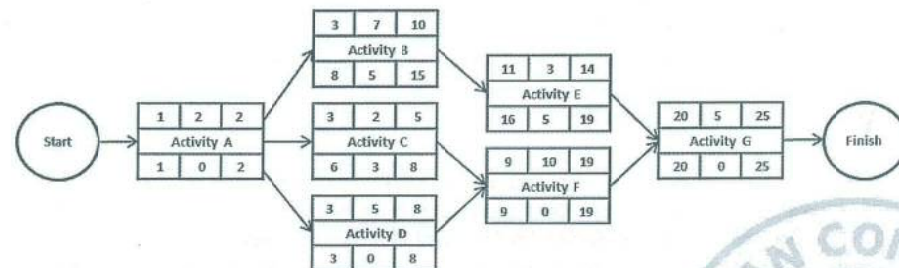
What should the project manager do?

- 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.

22. 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。

23.



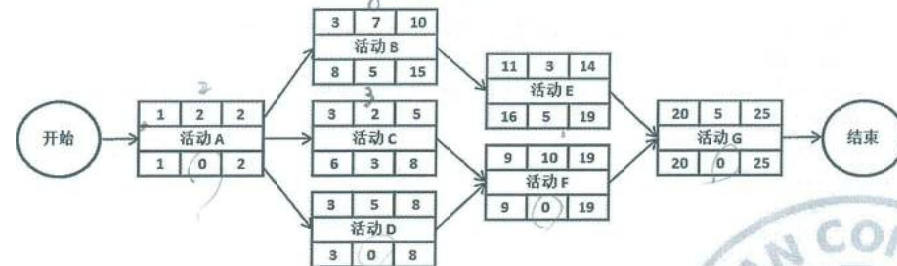
Legend:

ES	Duration	EF
Activity		
LS	TF	LF

What is the critical path for the schedule shown in the diagram?

- A. A-B-E-G
- B. A-B-F-G
- C. A-D-F-G
- D. A-C-F-G

23.



图例:

ES	持续时间	EF
活动		
LS	TF	LF

图中所示的进度计划关键路径是多少?

- A. A-B-E-G
- B. A-B-F-G
- C. A-D-F-G
- D. A-C-F-G

24. 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

24. 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

25. 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)

25. 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。下列哪一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)

26. 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

26. 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

27. 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

27. 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他任务上。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

28. Two project team members debate the best way to implement a deliverables. 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

28. 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. 功能需求文件
- C. 工作分解结构 (WBS)
- D. 项目章程

29. 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. Project charter and requirements documentation
- D. Network diagram

29. 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. 项目章程和需求文档
- D. 网络图

30. 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.

30. 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。

31. A project team collects a large number of requirements and must organize and prioritize these to complete their review and analysis. What should be used to accomplish this task?

- A. Nominal group technique
B. Affinity diagram
C. Delphi technique
D. Facilitated workshop

31. 项目团队收集了大量需求，必须组织并排列这些需求的优先顺序，来完成审查和分析。应该使用什么来完成这项任务？

- A. 名义小组技术
B. 亲和图
C. 德尔菲技术
D. 引导式研讨会

32. A project manager is unsure if project stakeholders have expressed all their project expectations. What should the project manager do to determine this?

- A. Influence stakeholders to produce all requirements.
B. Review the stakeholder management plan.
C. Conduct a brainstorming meeting with project stakeholders.
D. Prepare a requirements traceability matrix.

32. 项目经理不确定项目干系人是否已经表达全部项目期望。若要确定这一点，项目经理应该怎么做？

- A. 影响干系人提出所有需求。
B. 审查干系人管理计划。
C. 与项目干系人一起召开头脑风暴会议。
D. 准备一份需求跟踪矩阵。

33. 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

33. 项目团队由多名团队成员组成，一些成员积极参与项目，而另一些成员比较消极。若要获得识别风险的最佳成果，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

34. A project is using separate contract options for the design, build, testing and deployment phases. The customer requires reports of the cost, schedule, and progress for each contract option. On what should the project manager base the decomposition of the work breakdown

structure (WBS)?

- A. Project life cycle
B. Functional organization
C. Product specifications
D. Expert judgment

34. 一个项目在设计、建造、测试和部署阶段都是用单独的合同选项。客户要求每个合同选项的成本、进度计划和进度报告。项目经理应以下列哪一项作为工作分解结构（WBS）的分解基础？

- A. 项目生命周期
B. 职能型组织
C. 产品技术规格
D. 专家判断

35. Which of the following techniques attempts to balance resource requirements by rescheduling specific activities?

- A. Scheduling compression
B. Leveling
C. Smoothing
D. Adjusting leads and lags

35. 下列哪一项技术尝试通过重新安排特定活动的进度以便平衡资源需求？

- A. 进度压缩
B. 平衡
C. 缓解
D. 调整时间提前量和滞后量

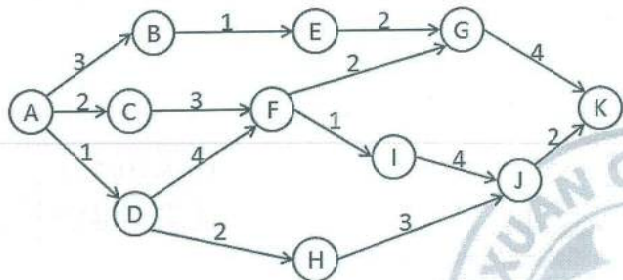
36. A project manager organizes a group activity to discuss a solution for a recent issue. At the end of the session, several ideas are generated and sorted into groups for review and analysis. What group creativity technique is being used?

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

36. 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

37.

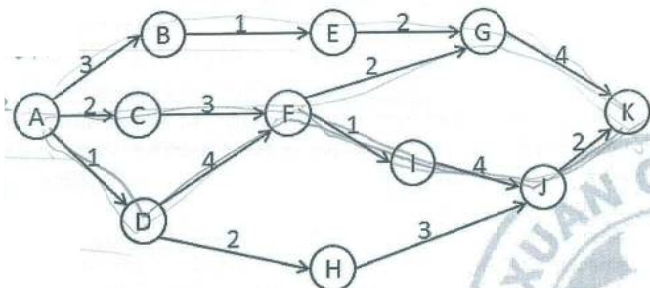


A project sponsor asks the project manager to reduce the project's total duration by one day.

What should the project manager do next?

- A. Crash activity I-J by one day.
- B. Crash activity G-K by one day.
- C. Crash activity A-B by one day.
- D. Crash activity H-J by one day.

37.



项目发起人要求项目经理将项目的总持续时间减少一天。项目经理下一步应该怎么做？

- A. 对活动 I-J 赶工一天。
- B. 对活动 G-K 赶工一天。
- C. 对活动 A-B 赶工一天。
- D. 对活动 H-J 赶工一天。

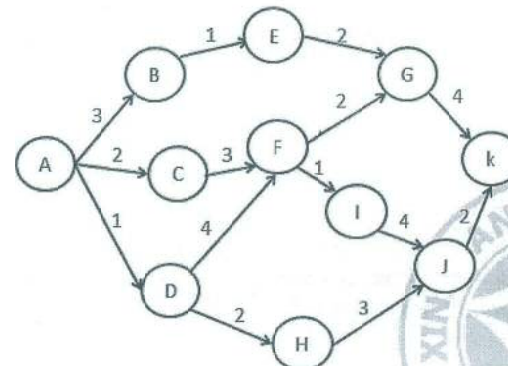
38. A project manager estimates a new project's duration to be 10 months. A similar project was delayed by 10 percent. According to the risk analysis, it is likely the new project will be delayed by five months. What is the realistic estimation of the new project's duration?

- A. 11.5 months
- B. 12.5 months
- C. 11 months
- D. 13.5 months

38. 项目经理估算一个新项目的工期为 10 个月。一个类似项目曾延期 10%。按照风险分析，有可能新项目将延期五个月。那么新项目工期的真实估算是多少？

- A. 11.5 个月
- B. 12.5 个月
- C. 11 个月
- D. 13.5 个月

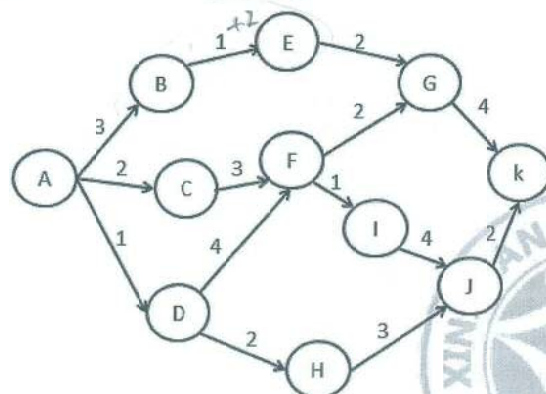
39.



A project manager evaluates the project's performance and identifies that activity B-E has a two day delay that is recoverable at this time. How many critical paths does the project have?

- A. 2
- B. 1
- C. 3
- D. 4

39.



项目经理评估项目绩效，并确定活动 B-E 延迟两天，但在此时可恢复。该项目有多少个关键路径？

- A. 2 个
- B. 1 个

- C. 3 个
D. 4 个

40. A project manager begins a project and consults the organizational process assets of a similar, previously completed project. What technique is the project manager using?

- A. Referencing
B. Attribute sampling
C. Analogous estimating
D. Benchmarking

40. 项目经理开始一个项目, 并查询了一个之前完成的类似项目的组织过程资产。项目经理采用了什么技术?

- A. 参考
B. 属性抽样
C. 类比估算
D. 标杆对照

41. 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

41. 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

42. The project manager for project A is in a projectized organization and must share critical resources with project B without affecting costs or creating risks. What should the project manager consider when developing the schedule management plan?

- A. Resource leveling
B. Fast tracking
C. Monte Carlo simulation
D. Expert judgment

42. 项目 A 的项目经理处于项目型组织中, 必须在不影响成本或创造风险的情况下同项目 B 分享关键资源。制定进度管理计划时, 项目经理应考虑什么?

- A. 资源平衡
B. 快速跟进
C. 蒙特卡洛模拟
D. 专家判断

43. A project manager meets with the project sponsor, product line managers and sales representatives to determine the requirements for the next product release. It is determined that prioritization of the requirements will be based on the criterion that more than 60 percent of meeting attendees support the decision. What decision-making technique is being used?

- A. Dictatorship
B. Majority
C. Plurality
D. Unanimity

43. 项目经理与项目发起人、产品直线经理和销售代表开会, 确定下一个产品版本的需求。会议确定需求的优先顺序将以超过 60% 的与会者支持该决定的标准为基础。这使用的是什么决策技术?

- A. 独裁
B. 大多数原则
C. 相对多数原则
D. 一致同意

44. A project charter is approved and the project manager wants to involve the project team to ensure understanding of all project elements. What should the project manager develop with the team?

- A. Human resource management plan
B. Schedule management plan
C. Work breakdown structure (WBS)
D. Cost management plan

44. 项目章程已获批准, 项目经理希望让项目团队参与, 确保理解所有项目要素。项目经理应与团队一起制定什么?

- A. 人力资源管理计划
B. 进度管理计划
C. 工作分解结构 (WBS)
D. 成本管理计划

45. A project manager is assigned at an early phase of a project. The project's success depends on stakeholder expectations and attitudes toward the proposed product. Which tool should be used to collect requirements?

- A. Market research
B. Survey
C. Focus group
D. Observation

45. 项目经理是在一个项目的早期阶段被任命的。项目的成功取决于干系人对建议产品的期望和态度。应该使用哪一种工具来收集需求?

- A. 市场调研
B. 调查
C. 焦点小组
D. 观察

46. During the project's planning phase, the project manager completes the schedule. To determine the overall schedule flexibility, what tool or technique should the project

manager use first?

- A. Crashing
- B. Resource leveling
- C. Critical path analysis
- D. Resource calendar

46. 在项目规划阶段, 项目经理完成进度计划。若要确定总体进度计划的灵活性, 项目经理应该首先使用下列哪一项工具或技术?

- A. 赶工
- B. 资源平衡
- C. 关键路径分析
- D. 资源日历

47. A project is halfway through the implementation phase and has multiple suppliers in different countries. One of the key suppliers has a long-term relationship with the project sponsor. This supplier has a history of missing delivery dates, but the pricing is very competitive. If the supplier fails to meet its delivery dates, the project will be delayed. What strategy should the project manager use?

- A. Escalate it to project sponsor.
- B. Negotiate with other suppliers.
- C. Accept the risk.
- D. Utilize make-or-buy analysis.

47. 一个项目正处于实施阶段中途, 并在不同国家具有多个供应商。其中一名关键供应商与项目发起人具有长期关系。该供应商曾有延误交付日期的历史记录, 但是报价十分具有竞争力。如果该供应商未能满足交付日期, 则整个项目将会延期。

项目经理应使用什么策略?

- A. 将问题上报给项目发起人。
- B. 与其他供应商协商。
- C. 接受风险。
- D. 使用自制或外购分析。

48. 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.

48. 项目发起人通知项目经理, 由于一个不可遇见的外部风险, 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。

49. A company conducts its final inspection of a product delivered by a supplier. The project manager learns that ownership of the Deliverables will not be transferred to the company

until the supplier replaces a defective part.

To ensure final acceptance of the Deliverables, what should the project manager do next?

- A. Determine if the defective part can be modified.
- B. Review the stakeholder management plan.
- C. Conduct the Validate Scope process.
- D. Review quality control measurements.

49. 一家公司对由一个供应商所交付的产品进行最终检查。项目经理了解到在供应商更换缺陷零件之前, 该项可交付成果的所有权将不会转移到公司。

为确保该项可交付成果的最终验收, 项目经理下一步该怎么做?

- A. 确定缺陷零件是否可修补。
- B. 审查干系人管理计划
- C. 开展核实范围过程
- D. 审查质量控制测量

50. The schedule manager notices that due to a data entry error, the time to complete a task on the critical path has been underestimated. What should the schedule manager do?

- A. Promptly discuss the error and potential corrective action with the project manager
- B. Promptly report the error to the project sponsor
- C. Adjust all tasks to maintain the planned completion date
- D. Develop ways to ensure that the customer does not raise a concern regarding schedule impact

50. 进度计划经理注意到由于数据录入错误, 低估了关键路径上某项任务的完成时间。进度计划经理应该怎么做?

- A. 立即与项目经理讨论该错误以及可能的纠正措施
- B. 立即将该错误报告给项目发起人
- C. 调整所有任务, 保持计划的完成日期
- D. 制定方法, 确保客户不会产生有关进度影响的担忧