PMP 考前模拟测试

声明：
以下试题与 PMP 考试的类型相同。本试题仅为检验复习效果。

1. Effective stakeholder management includes all of the following project elements except:
   A. Clear requirements definition
   B. Scope change control
   C. Timely status information
   D. Frequent cost reports
   有效的项目干系人管理包括下列所有的项目元素，除了：
   A. 清晰的需求定义
   B. 范围变更控制
   C. 及时的状态信息
   D. 经常的成本报告

2. A project is:
   A.A process of considerable scope that implements a plan
   B.A group of ideas managed in a coordinated way to obtain a desired outcome
   C.A temporary endeavor undertaken to create a unique product or service
   D.A series of tasks or functions that must be completed by a certain date
   项目是：
   A.一个实施一个计划的相应范围的过程
   B.一组以协作方式管理、获得一个期望的结果的主意
   C.创立独特的产品或服务所承担的临时努力
   D.一系列必须在一个确定日期完成的任务或功能

3. Which of the following is not a characteristic of project phase?
   A. Milestones
   B. Objectives
   C. Estimates
   D. Deliverables
   下列哪一项不是项目阶段的一个特性？
   A.里程碑
   B.目标
   C.估计
   D.项目可交付成果

4. In which type of organization, the project manager's role most likely part-time?
   A. Functional
   B. Projectized
   C. Weak Matrix

D. Strong Matrix

在哪一种类型的组织中，项目经理的角色更像是兼职的？
   A.职能型
   B.项目型
   C.弱矩阵型
   D.强矩阵型

5. The greatest degree of uncertainty is encountered during which phase of the project life cycle?
   A. Concept
   B. Planning
   C. Implementation
   D. Closeout

在项目生命周期的哪一阶段会遇到最大程度的不确定性？
   A.概念
   B.计划
   C.实施
   D.收尾

6. The disorientation experienced by people who suddenly find themselves living and working in a different environment is known as:
   A. Culture shock
   B. Socio-centrism
   C. Temporal shock
   D. Ethno-centrism

突然发现自己生活工作在一个不同环境中的人所经历的不知所措的感觉被称为：
   A. 文化冲击
   B. 社会优越感
   C. 暂时的冲击
   D. 种族优越感

7. What is the MOST effective process to ensure that cultural and ethical differences do ot impede success of your multi-national project?
   A. Co-locating
   B. Training
   C. Forming
   D. Teaming

确保文化和伦理的差别不会防碍你的跨国项目成功的最有效的过程是什么？
   A. 同地集结
   B. 培训
   C. 形成
   D. 结队

8. In which project phase do you have the GREATEST influence on project risk?

A. Conceptual
B. Design
C. Execution
D. Implementation
在下列哪个项目阶段你拥有对项目风险最大的影响力？
A.概念阶段
B.设计阶段
C.执行阶段
D.实施阶段

9. Leadership and management are both necessary on projects. One definition of managing is that is involves producing key results expected by stakeholders, whereas leadership involves:
    A. Establishing direction, aligning people, and motivating and inspiring others
    B. Getting things done through other people
    C. Using charismatic Power to motivate others to be productive
    D. Using all types of power, as appropriate, as motivational tools
领导和管理在项目上都是必需的。管理的一个定义是产生项目干系人预期的主要结果，而领导包括：
    A. 建立方向，安排员，激励和鼓励其他人
    B. 通过其他人使事情做完
    C. 使用个人魅力来鼓励其他人的生产效率
    D. 视情况而定，使用所有类型的权力作为激励工具

10. Rolling wave planning provides information on the work to be done:
    A. Throughout all phases of the project
    B. For successful completion of the current phase of the project
    C. For successful completion of the current phase and subsequent phases of the project
    D. In the next phase of the project
滚动计划＿＿＿提供关于要做的工作的信息。
    A. 在项目的所有阶段
    B. 为项目的当前阶段的成功结束
    C. 为项目的当前阶段的成功结束和后续的阶段
    D. 在项目的下一阶段中

11. The greatest advantage of matrix organization is that:
    A. It improves the resource access for project manger
    B. There are more than one boss for team member
    C. It makes communication easier
    D. It makes reporting simpler
矩阵组织的最大优点是:
    A. 改进了项目经理对资源的控制
    B. 项目团队成员有一个以上的老板

C. 沟通更加容易

D. 报告更加简单

12. Complex projects, involving cross-disciplinary efforts, are MOST effectively managed by:

A. Multiple lead project managers

B. A functional organization

C. A strong matrix organization

D. A strong traditional manager

包括跨专业的工作的复杂项目，能最有效地被_____管理。

A. 多重领导项目经理

B. 一个职能组织

C. 一个强矩阵式组织

D. 一个强劲的传统经理

13. A project manager's company operates in a high-technology area requiring the integration and sharing of several functional specialties. The project manager is considering the appropriate organizational structure for a new project. The likely choice would be:

A. Matrix

B. Tight matrix

C. Functional

D. Projectized

项目经理所在的公司在高技术领域运作，需要几个职能部门之间的交流合作。项目经理正在为一个新的项目考虑合适的组织结构。可能的选择方案是:

A. 矩阵型

B. 紧密矩阵型

C. 职能型

D. 项目型

14. Assumptions generally involve:

A. A degree of risk

B. Financial controls

C. Historical information

D. Lessons learned

假定通常包括:

A. 一定程度的风险

B. 财务控制

C. 历史信息

D. 经验教训

15. You are building a water treatment facility. Routine tests reveal that there are contaminants in the water but that they have an extremely low risk for causing any sickness. As the project manager, you should:

A. Inform the public that a detailed examination has been ordered to determine the extent to which the problem exists

B. Do nothing because there is extremely low risk for sickness except for some effects on small children and the elderly

C. Tell the public there is no problem, except for small children and the elderly who need to boil the water before drinking

D. Educate the public about the advances on water treatment technology and the industry efficiency and safety record

你正在建筑一个水处理设施。例行测试显示水中有污染，但这些污染物引起任何疾病的风险极低。作为项目经理，你应该:

A. 通知公众已经安排了一个详细的检查，以确定问题存在的程度

B. 什么也不做，因为除了对小孩和老年人有一点影响外，生病的风险极低

C. 告诉公众没有问题，除了对小孩和老年人，他们需要在喝水前先煮沸

D. 向公众提供有关水处理技术、工业效率和安全记录的教育

16. Change requests occur in all the following forms except:
    A. Oral or written
    B. Legally mandated or optional
    C. Formal or informal
    D. Externally or internally initiated

变更请求可按下列所有形式发生，除了:
    A. 口头的或书面的
    B. 法律要求的或可选择的
    C. 正式的或非正式的
    D. 外部或内部启动的

17. Configuration management system is a technique for:
    A. Integrated change control
    B. Project plan execution
    C. Scope planning
    D. Procurement planning

配置管理系统是用来进行_____的技术。
    A. 综合变更控制
    B. 项目计划执行
    C. 范围规划
    D. 采购规划

18. Which of the following is an example of a constraint in project plan development?

A. Records of past performance

B. Financial reports from similar projects

C. A predefined budget

D. Lessons learned from previous projects

下列哪一项是项目计划开发中的一个约束的例子？

    A. 过去绩效的记录

    B. 来自类似项目的财务报告

    C. 一个预先定义的预算

    D. 以前项目的经验教训

19. Integrated change control is primarily concerned with:

    A. Influencing factors that cause change, determining that change has occurred, and managing factors changes as they occur

    B. Maintaining integrity of baselines, integrating product and project scope and coordinating change across knowledge areas

    C. Integrating deliverables from different functional specialties on the project

    D. Establishing a change control board that oversees the overall changes on the project

整体变更控制主要关注于:

    A. 引起变更的影响因素以及当这些影响因素发生时, 确定变更已经发生并管理实际的变更

    B. 维持基准计划的完整性，集成产品和项目范围并跨知识领域协调变更

    C. 整合来自项目上的不同职能专业的项目交付成果

    D. 建立一个变更控制委员会来审查项目的整体变更

20. _____is a collection of formal, documented procedures that defines the steps by which official projects may be changed.

    A. Lessons learned

    B. Change control system

    C. Project charter

    D. Configuration management

_____是一组正式的、文档化的程序，用来正式地定义项目可以变更的步骤。

    A. 经验教训

    B. 变更控制系统

    C. 项目章程

    D. 配置管理

21. Typically, change control systems include automatic approval of certain types of changes. An example of such a change is one that is:

    A. Suggested by the project sponsor

    B. The result of an emergency

    C. Suggested by the customer

    D. Made mandatory by a new regulation

典型地, 变更控制系统包括某些变更类型的自动批准。这样的变更的一个例子是:

A. 由项目发起人提议的

B. 紧急情况的结果

C. 由客户提议的

D. 由一条新的规定强制要求的

22. Which of the following techniques is used to control the project schedule?

A. Pareto diagram

B. Performance measurement

C. Parametric modeling

D. Statistical sampling

下列各项技术中的哪一项是用以控制项目进度的？

A. 帕累托图

B. 绩效测量

C. 参量建模

D. 统计抽样

23. Lessons learned from projects are significant because they:

A. Must be collected to meet requirements of organizational policies and procedures

B. Show the causes of variances and the reasons certain corrective actions were selected

C. Show why certain projects were selected by the organization over others

D. Show why certain people were selected as project manager and team members over others

从项目中得到的经验教训是很重要的，因为它们：

A. 必须被收集来满足组织政策和程序的要求

B. 展现偏差原因和选择某种纠正措施的理由

C. 显示为何组织选择某些项目而不选择另外一些项目

D. 显示何有些人被选择为项目经理和团队成员

24. Elements of changing a project schedule inclued all of the following except:

A. Obtain the appropriate levels of approval

B. Submit the appropriate change requests

C. Evaluate the impact of a change to the schedule

D. Adjust the project end date to the schedule variance

变更一个项目进度的元素包括下列所有的各项，除了：

A. 获得适当级别的批准

B. 提交相应的变更请求

C. 评估变更对进度的影响

D. 将项目结束日期调整到进度偏差

25. Scope definition is to:

A. Develop a plan from major stakeholders

B. Develop a written scope statement as the basis for future project decisions

C. Formalize acceptance of the project scope

D. Make project milestones

范围定义是：

A. 为主要的项目干系人开发一个计划

B. 开发一个书面的范围说明书，以作为将来项目决策的基础

C. 正式接受项目范围

D. 制定项目程碑

26. A change control system should include all the following except:

A. Procedures for automatic approval of defined categories of change

B. Paperwork, tracking systems, and approval levels necessary for authorizing changes

C. A description of the powers and responsibilities of the change control board

D. Procedures for conducting a mid-project control system review

一个变更控制系统应该包括下列所有各项，除了：

A. 某些规定的变更种类的自动批准程序

B. 授权变更所必需的书面工作、跟踪系统和批准级别

C. 变更控制委员会权力与责任的描述

D. 项目进行期间控制系统评审的程序

27. Which of the following Project Scope Management processes involves subdividing the major project deliverables into smaller, more manageable components?

A. Scope Planning

B. Create WBS

C. Scope Change Control

D. Scope Definition

下列哪一个项目范围管理过程包括将主要的项目可交付成果细分为更小、更容易管理的部件？

A. 范围规划

B. 创建 WBS

C. 范围变更控制

D. 范围定义

28. Status review meetings are:

A. Held to notify stakeholders of critical information

B. Regularly scheduled meetings held to exchange information about the project

C. Held to update departmental staff on project status

D. Held only when there is an identified problem

状态评审会议：

A. 为通知项目干系人关键的信息而举行

B. 有规律地安排会议以便交换关于项目的信息

C. 为按项目状态更新部门员工而举行
D. 只有当识别出问题时才举行

29. A Work Breakdown Structure numbering system should allow project staff to:
    A. Identify the level at which individual WBS elements are found
    B. Identify configuration management milestones
    C. Estimate the costs of WBS elements
    D. Provide project justification
一个工作分解结构编码系统应该允许项目全体职员：
    A. 识别每个 WBS 元素所在的层次
    B. 识别配置管理里程碑
    C. 估计 WBS 元素的成本
    D. 提供项目判断

30. To ensure that all proposed projects receive equal consideration in the organization, you believe you can use either benefit measurement methods or constrained optimization methods. All the following are examples of benefit measurement methods of project selection except:
    A. Benefit-cost ratio
    B. Payback period
    C. Economic model
    D. Multiobjective programming
为确保所有的提议项目在组织中都得到平等的考虑，你认为可以使用收益测量方法或约束优化方法。所有下列都是项目选择的收益测量方法的例子，除了：
    A. 收益成本比率
    B. 回收期
    C. 经济模型
    D. 多目标程序设计

31. Which of the following is an example of a good measurable project objective?
    A. Construct a building
    B. Implement a new telecommunications system
    C. Lay 2000 bricks by Thursday, May 31
    D. Develop a program for providing network maintenance to Novell network customers
下列哪一个是好的可测量的项目目标的一个实例？
    A. 建造一栋大楼
    B. 实施一个新的电信系统
    C. 在 5 月 31 日星期四之前，砌好 2000 块砖
    D. 为向 Novell 的网络客户提供网络维护开发一个程序

32. An example of scope verification is:
    A. Reviewing the performance of an installed software module
    B. Managing changes to the project schedule

C. Decomposing the WBS to a work package level

D. Performing a benefit/cost analysis to determine if we should proceed with the project

范围核实的一个例子是：

    A. 评审一个已安装的软件模块的性能

    B. 管理对项目进度的变更

    C. 将 WBS 分解到工作包层次

    D. 进行收益/成本分析以决定项目是否继续下去

33. The project scope is measured against the_____,while the product scope is measured against the_____

    A. Plan, requirements

    B. Requirements, measure of success

    C. Scope baseline, scope definition

    D. Contract, verification

项目范围是参考项目_____测量的，而产品范围参考产品_____测量的。

    A. 计划，需求

    B. 需求，成功的衡量

    C. 范围基线，范围定义

    D. 合同，核实

34. When an organization chooses a project selection model, the most important criterion is:

    A. Capability

    B. Realism

    C. Ease of use

    D. Cost

当一个组织选择一个项目选择模型的时候，最重要的准则是：

    A. 能力

    B. 现实

    C. 易于使用

    D. 成本

35. The Scope Management Plan is included in which of the following documents?

    A. Project plan

    B. The Work Breakdown Structure

    C. The Scope Statement

    D. Project specifications

范围管理计划包含在下列哪一个文档中？

    A. 项目计划

    B. 工作分解结构

    C. 范围说明书

    D. 项目规格

36. Reviewing work products and results to ensure that all were completed satisfactorily and formally accepted is part of:

    A. Risk management

    B. Quality control

    C. Change control management

    D. Scope verification

评审工作产品和结果来确定所有工作都满意地完成并被正式地接受是_____的一部分：

    A. 风险管理

    B. 质量控制

    C. 变更控制管理

    D. 范围核实

37. The principal sources of project failure are:

    A. Lack of a projectized or strong matrix structure, poor scope definition, and lack of a project plan

    B. Lack of commitment or support by top management, disharmony on the project team, and lack of leadership by the project manager

    C. Poorly identified customer needs, a geographically dispersed project team, and little communication with the customer until the project is delivered

    D. Organizational factors, poorly identified customer needs, inadequately specified project requirements, and poor planning and control

项目失败的主要原因是：

    A. 缺乏项目型或强矩阵式结构、拙劣的范围定义以及缺乏项目计划

    B. 缺乏高层管理的承诺或支持、项目队伍内的不谐调以及缺乏项目经理的领导

    C. 对客户需求的识别太差、地理上分解的项目队伍以及在项目交付前与客户几乎没有沟通

    D. 组织因素、客户需求识别太差、项目要求不够具体以及拙劣的计划编制与控制

38. What is the difference between scope verification and quality control?

    A. No difference

    B. Scope verification is concerned with the correctness of work results while quality control is concerned with the acceptance of work results

    C. Scope verification is concerned with ensuring that changes are beneficial while quality control is concerned that the overall work results are correct

    D. Scope verification is concerned with the acceptance of work results while quality control is primarily concerned with the correctness of work results

范围核实和质量控制之间的区别是什么？

    A. 没有区别

    B. 范围核实关注工作结果的正确性，质量控制关注工作结果的可接受性

    C. 范围核实关注确保变更有益的，质量控制关注所有工作结果是正确的

    D. 范围核实关注工作结果的可接受性，质量控制关注工作结果的正确性

39. All of the following are examples of a source of scope change except:

A. A variation in government regulations

B. Failure to include a required feature in the design of a telecommunication system

C. Discovering a need to engage in bottom-up cost estimating

D. Introducing technology that was not available when scope was originally defined

以下所有都是范围变更的一个来源的例子，除了：

A. 在政府法则中的一个变化

B. 在电信系统的设计中未包括一个必需的特性

C. 发现进行自下而上的成本估计的需要

D. 引进最初定义范围时不可用的技术

40. The critical path time needs to be reduced by 20%. You may take the following actions EXCEPT

A. Adding resources

B. Crashing time schedule

C. Eliminating float

D. Paralleling activities

当需要减少20%关键路径时间时，你可以采取下列的行动，但…除外。

A.增加资源

B.加速时间进度

C.消除浮动时间

D.并行安排活动

41. "I cannot test the software until I code the software." This expression describes which of the following dependencies?

A. Discretionary

B. Soft

C. Preferential

D. Mandatory or hard

"在我为编码前，我无法测试软件。"这种观点描述了下列哪种依赖关系？

A. 任意的依赖关系

B. 软逻辑关系

C. 优先逻辑

D. 强制性依赖关系或硬逻辑关系

42. Decomposition is a technique used for both WBS creation and activity definition. Which statement best describes the role decomposition plays in activity definition as compared to WBS creation?

A. Final output is described in terms of work packages in the WBS

B. Final output is described as deliverables or tangible items

C. Final output is described as activities or action steps

D. Decomposition is used the same way in WBS creation and activity definition

分解是一种既可用于创建 WBS，又可用于活动定义的技术。同创建 WBS 相比，下列哪项陈述最好地描述分解在活动定义中的角色？

    A. 最终输出是用 WBS 中的工作包来说明的

    B. 最终输出被描述为项目可交付成果或有形产品

    C. 最终输出被描述为活动或行动步骤

    D. 分解在创建 WBS 中的用途与在活动定义中的用途完全相同

43．Resource leveling generally

    A. Increases the total project cost.

    B. Delays project completion.

    C. Requires less resources

    D. Requires more resources

资源平衡通常：

    A.增加项目总成本。

    B.推迟项目完成日期。

    C.要求更少的资源。

    D.要求更多的资源。

44．An important part of schedule control is to:

    A. Determine whether schedule variations require corrective action

    B. Define the activities needed to produce the project's deliverables

    C. Assess whether scope definition is adequate to support the schedule

    D. Ensure that project team morale is high so that team members can work at their full potential
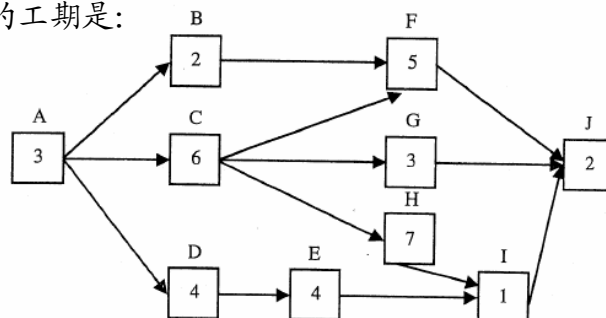
进度控制的一个重要组成部分是：

    A. 确定进度偏差是否需要采取纠正措施

    B. 定义为产生项目可交付成果所需的活动

    C. 评估范围定义是否足以支持进度计划

    D. 确保项目队伍士气高昂，使团队成员能够发挥他们的潜力

Read the following description to answer question 45 and question 46 ．

    In the project network diagram below, each node is activity, the number is the box is the duration of the activity in days.

请阅读以下描述，回答第 45 题和第 46 题。

    在下面的网络图中，每个节点是一个活动，在方框中的数字表示工期的天数。

关键路径的工期是：

45. The critical path is:
    A. A-C-F-J
    B. A-C-G-J
    C. A-C-H-I-J
    D. A-D-E-I-J
关键路径是:
    A. A-C-F-J
    B. A-C-G-J
    C. A-C-H-I-J
    D. A-D-E-I-J

46. The duration of the critical path is:
    A. 12 days
    B. 19 days
    C. 14 days
    D. 16 days
关键路径的工期是:
    A. 12 天
    B. 19 天
    C. 14 天
    D. 16 天

47. Which of the following is not a project time management process?
    A. Activity definition
    B. Activity verification
    C. Activity sequencing
    D. Activity duration estimating
下列哪一个不是一个项目时间管理过程
    A. 活动定义
    B. 活动验证
    C. 活动排序
    D. 活动工期估计

48. Several tools and techniques are available for activity sequencing. The tool or technique selected can be determined by several factors. If the project manager decides to include subnets or fragnets as part of his or her scheduling technique, what would that decision say about the project?
    A. The work is unique requiring special network diagrams at various stages
    B. Software that manages resources is available over an existing electronic network
    C. Several identical or nearly identical series of activities are repeated throughout the project
    D. Multiple critical paths exist in the project
活动排序可以采用几种工具和技术。这些工具或技术的选择与确定受几个因素影

响。如果项目经理决定在其进度计划编制技术中包括子网络，那么这项关于项目的决定的意思是什么呢？

   A. 这项工作独特，在各阶段需要特殊的网络图

   B. 管理资源的软件在现有电子网络上可以获得

   C. 几个相同的或几乎相同的活动系列在项目生命周期内有所重复

   D. 项目存在几条关键路径

49. The required inputs for schedule control include all except:

   A. Project schedule

   B. Performance reports

   C. Change requests

   D. Project network diagram

进度控制所需的输入包括以下所有，除了：

   A. 项目进度

   B. 绩效报告

   C. 变更请求

   D. 项目网络图

50. The Time Management Process that involves identifying and documenting interactivity dependencies is called:

   A. Activity Sequencing

   B. Activity Definition

   C. Schedule Development

   D. Activity Duration Estimating

包括识别和文档化活动之间的依赖关系的时间管理过程称为：

   A. 活动排序

   B. 活动定义

   C. 进度开发

   D.活动工期估计

51. Activity has a duration of 3 days and begins on the morning of Monday the 4th. The successor activity, B, has a finish-to-start relationship with A. The finish-to-start relationship has 3 days of lag, and activity B has a duration of 4 days. Sunday is a non-workday. What can be determined from these datas ?

   A. The total duration of both activities is 8 days

   B. Calendar time between the start of A to the finish of B is 11 days

   C. The finish date of B is Wednesday the 13th

   D. Calendar time between the start of A to the finish of is 14 day

活动 A 工时为 3 天并开始于星期一早晨，4 号。后继活动 B 与 A 具有完成-开始依赖关系。完成-开始关系有 3 天的滞后，而且活动 B 工时为 4 天。星期日是非工作日。从这些数据中可以得出什么结论？

   A. 两项活动总工时为 8 天

   B. 活动 A 开始到活动 B 完成之间的日历时间是 11 天

C. 活动 B 完成日期是星期三，13 号
D. 活动 A 开始与活动 B 完成之间的日历时间为 14 天

52. Schedule control is concerned with all the following except:
A. Influencing the factors that create schedule changes to ensure that the changes are beneficial
B. Determining that the schedule has changed
C. Managing the actual changes when and as they occur
D. Changing the schedule based on customer demands

进度控制考虑所有下列因素，除了:
A. 影响引起进度变更的因素，以确保变更是有得的
B. 确定进度已经变更
C. 当实际变更发生时对其进行管理
D. 根据客户要求变更进度

53. Three major network diagramming methods used in project management
A. AOA, PERT and ADM
B. PERT, CPM and GERT
C. PDM, ADM and PERT
D. AON, AOA and PDM

三种主要的用于项目管理的图示法是:
A. AOA, PERT and ADM
B. PERT, CPM and GERT
C. PDM, ADM and PERT
D. AON, AOA and PDM

54. An activity has an early start date of the 10th and a late start date of the 19th. The activity also has duration of 4 days. There are no non-workdays. From the information given, what can be concluded about the activity?
A. Total float for the activity is 9 days
B. The early finish date of the activity is the end of the day on the 14th
C. The late finish date is the 25th
D. The activity can be completed in 2 days if the resources devoted to it are doubled

一项活动最早开始日期为 10 号,最晚开始日期为 19 号。该活动的工期为 4 天。没有非工作日。从所给的信息可以得出:
A. 该活动的总浮动时间为 9 天
B. 活动的最早完成日期为 14 天那天结束的时刻
C. 活动的最晚完成日期是 25 号
D. 如果分配到该活动的资源加倍的话，活动可以在 2 天内完成

55. The major difference between PERT and CPM is that PERT:
A. Uses the distribution's mean(expected value) in computing the schedule
B. Uses the most likely estimate to compute float

C. Focuses on calculating float to determine which activities have the least scheduling flexibility

D. Includes non-sequential activities such as loops or conditional branches as part of the diagram

PERT 和 CPM 的最大区别在于 PERT:

A. 在计算进度计划时使用分布均值（期望值）

B. 使用最可能的估算计算浮动时间

C. 集中于计算浮动时间，以确定哪项活动的进度具有最小的灵活性

D. 图中包括一些像回路或条件分支的非顺序活动

56. Mont Carlo Analysis reflects:

A. An indication of the project risks

B. A method to estimate activity duration

C. A method to simulate the sequence of activities

D. A method to ask for more staff from top management

蒙特卡罗分析反映了:

A. 项目所涉及风险的一种指示

B. 估计活动工期的一种方法

C. 模拟任务发生顺序的一种方法

D. 向管理层要求增补人员的一种方法

57. Conditional diagramming methods such as GERT are used:

A. To show the four types of dependencies(finish-to-start, finish-to-finish, start-to-start, and start-to-finish)

B. For a graphical representation of the network that is easier to interpret that PERT charts

C. In the situation that PDM and ADM do not allow non-sequential activities, such as loops or conditional branches

D. To help expedite the preparation of a project network diagram

像 GERT 之类的条件图示表方法被用来:

A. 显示四种类型的依赖关系（FS， FF， SS， SF）

B. 作为一种易于解释 PERT 图表的网络图解表示法

C. 在 PDM 和 ADM 不允许非顺序的活动，例如回路或有条件的分支的情况使用

D.帮助加快项目网络图表的准备

58. Activity A has a pessimistic(P)estimate of 36 days, a most likely(ML) estimate of 21 days, and an optimistic (O) estimate of 6 days. What is the probability that activity A will be completed in 16 to 26 days?

A. 55.70%

B. 68.26%

C. 95.46%

D. 99.73%

活动 A 的悲观估计（P ）为 36 天，最可能的估计（ML）为 21 天，乐观估计（O）

为 6 天。那么，活动 A 在 16-26 天内完成的概率是多少？
　　A. 55.70%
　　B. 68.26%
　　C. 95.46%
　　D. 99.73%

59. In project time management, crashing means:
　　A. Reducing project duration by redefining logical relationships
　　B. Reducing computer network downtime for schedule risk modeling
　　C. Applying additional resources to all project activities
　　D. Applying additional resources to critical path activities by priority
在项目时间管理中，赶工指的是:
　　A. 通过重新定义逻辑关系来减少项目工期
　　B. 为进度风险模型减少计算机网络停工的时间
　　C. 对所有项目活动施加附加的资源
　　D. 按优先级对关键路径的活动施加附加的资源

60. All the following are characteristics of a dummy activity except that it:
　　A. Is used only in activity-on-arrow networks
　　B. Has zero duration
　　C. Requires resources
　　D. Indicates a precedence relationship
下列所有都是虚拟活动的特性，除了虚拟活动:
　　A. 只在 AOA 网络中使用
　　B. 具有零的持续期间
　　C. 需要资源
　　D. 指示一个优先关系

61. If the cost variance is the same as the schedule variance, then:
　　A. The cost variance is due to the schedule variance
　　B. The variance is favorable to the project
　　C. The schedule variance can be easily corrected
　　D. Labor rates have escalated since the project began
如果成本偏差与进度偏差相等，那么:
　　A. 成本偏差是由进度偏差引起的
　　B. 偏差对项目是有利的
　　C. 可以轻易纠正进度偏差
　　D. 人工费用率自从项目开始时就提高了

62. The cost management plan:
　　A. Describes how CVs will be managed
　　B. Establishes the cost baseline
　　C. Measures and monitors cost performance on the project
　　D. Establishes the performance measurement baseline

成本管理计划是：
    A. 描述如何管理成本偏差
    B. 建立成本基准计划
    C. 测量和监控项目成本绩效
    D. 建立绩效测量基准

63. If operations on a work package were estimated to cost $1500 and finish today but, instead, have cost $1350 and are only two thirds complete, the cost variance is:
    A. +$150
    B. -$150
    C. -$350
    D. -$500

如果一个工作包运作成本估计为$1 500，并且在今天完成，然而实际上成本用了$1 350,而工作只完成了全部的2/3，则成本偏差是：
    A. +$150
    B. -$150
    C. -$350
    D. -$500

64. Considering the project schedule during the cost budgeting process:
    A. Identifies the project elements so that costs call be allocated
    B. Allows costs to be allocated to the time period when they will be incurred
    C. Provides another way to help measure and monitor cost performance
    D. Provides another way to help measure and monitor schedule performance

在成本预算过程中考虑项目进度计划可以：
    A. 确定项目组成部分，以便分配成本
    B. 允许将成本按发生的时段进行分配
    C. 为成本绩效测量与监控提供另一种方法
    D. 为进度绩效测量与监控提供另一种方法

65. Unlike bar charts, milestone charts show:
    A. Scheduled start or completion of major deliverables and key events
    B. Activity start and end dates
    C. Expected durations
    D. Dependencies

与横道图不同，里程碑图表示：
    A. 项目主要可交付成果和关键事预定的开始或结束
    B. 活动开始和结束日期
    C. 期望的工期
    D. 依赖性

66. Rebaselining may be an output of cost control when:
    A. CVs are severe, and a realistic measure of performance is needed

B. Revised cost estimates are prepared and distributed to stakeholders

C. Corrective action must be taken to bring expected future performance in line with the project plan

   D. EAC shows that additional funds are needed to complete the project even if a scope change is not needed

在什么情况下，重新制定基准计划可能是成本控制的一项输出？

   A. 成本偏差（CV）非常严重，并且需要实际的绩效测量的时候

   B. 修订的成本估算已经准备好了，并且分发给了项目干系人

   C. 必须采取纠正措施，使预期的未来绩效与项目计划相一致

   D. 即使不需要进行范围变更，EAC 也表明需要额外的资金来完成项目

67. Which of the following rule is the most conservative rule for progress report?
   A. 50-50 Rule
   B. 0-100 Rule
   C. 20-80 Rule
   D. 100-100 Rule

下列哪项是进展报告规则中最保守的一种？
   A. 50-50 法则
   B. 0-100 法则
   C. 20-80 法则
   D. 100-100 法则

68. The cumulative CPI has been shown to be relatively stable after what percentage of project completion?
   A. 5% to 10%
   B. 15% to 20%
   C. 25% to 35%
   D. 50% t0 75%

在项目完成_____后，累计的 CPI 就会表现得相对稳定？
   A. 5% ～ 10%
   B. 15% ～ 20%
   C. 25% ～ 35%
   D. 50% ～ 75%

69. Which term describes a modification of a logical relationship that delays a successor task?
   A. Lag
   B. Lead
   C. Float
   D. Crashing

下列哪个术语描述了延迟后续任务的逻辑关系的修改？
   A. 滞后
   B. 超前
   C. 浮动时间

D. 赶工

70. Which of the following is not an example of a direct cost?
    A. Salary of the project manager
    B. Subcontractor expenses
    C. Materials used by the project
    D. Electricity

下列哪一项不是直接成本的一个例子？
    A. 项目经理的薪金
    B. 分包商的费用
    C. 项目所用的材料
    D. 电费

71. Of the following estimates, which most accurately reflect the actual cost of the project?
    A. Bottom-up estimates
    B. Order of magnitude estimates
    C. Analogy estimates
    D. Conceptual estimates

在下列估算中，哪一个最准确地反映了项目的实际成本？
    A. 自下而上的估算
    B. 量级估算
    C. 类比估算
    D. 概念估算

72. The approved budget is $100 000. If the estimate is between $90 000 ~ $125 000, what kind of estimate is this?
    A. Rough order of magnitude
    B. Budget estimate
    C. Approximated estimate
    D. Definitive estimate

批准的预算是$100 000。如果估算在$90 000 ~ $125 000 之间，那么这种估算属于哪种估算？
    A. 量级估算
    B. 预算估算
    C. 近似估算
    D. 确定性估算

73. The purpose of cost budgeting is to:
    A. Determine the cost of the resources needed to complete project, activities and allocate them to the proper chart of accounts for the organization
    B. Monitor cost performance to detect variances from the plan
    C. Allocate cost estimates to individual work items to establish a cost baseline against which project performance can be measured

D. Expend the minimum amount of funds possible

成本预算的目的是：
    A. 确定完成项目活动所需资源的成本并将它们分配给组织中适当的会计科目
    B. 监控成本绩效，检查它与计划的偏差
    C. 为具体工作分配成本估算，以建立一个测量项目绩效的成本基准计划
    D. 尽可能花费最少的资金

74. Which of the following calculations cannot be used to determine EAC?
    A. BCWP to date plus the remaining project budget
    B. Actual to date plus a new estimate for all remaining work
    C. Actual to date plus the remaining budget
    D. Actual to date plus the remaining budget modified by a performance factor

下面哪种计算不能用于确定 EAC?
    A. 当前的 BCWP 加上剩余的项目预算
    B. 当前的实际成本加所有剩余工作新的估算
    C. 当前的实际成本加剩余的预算
    D. 当前的实际成本加上经绩效因子调整的剩余的预算

75. Double Declining Balance is one kind of:
    A. Decelerated depreciation
    B. Straight Line depreciation
    C. Accelerated depreciation
    D. Life Cycle Costing calculating

双倍余额递减法是_____的一种。
    A. 减速折旧法
    B. 直线折旧法
    C. 加速折旧法
    D. 生命周期成本计算

76. The process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards is called:
    A. Quality Assurance
    B. Quality Control
    C. Quality Planning
    D. Quality Review

以日常的方式评估项目调体绩效来提供项目将会满足相关质量标准的信心的过程称为：
    A. 质量保证
    B. 质量控制
    C. 质量规划
    D. 质量评审

77. All the following are root-cause analysis techniques used in quality management
    except:
    A. Fishbone diagrams
    B. Ishikawa diagrams
    C. System of process Flowcharts
    D. Control chart

所有下列各项都是质量管理中采用的根本原因分析技术，除了：
    A. 鱼刺图
    B. Ishikawa 图
    C. 系统或过程流程图
    D. 控制图

78. When a process is considered to be in control, it:
    A. Should not be adjusted
    B. May not be changed to provide improvements
    C. Shows differences caused by expected events of normal causes
    D. Should not be inspected or reworked for any reason

当过程被认为处于控制中时，它：
    A. 不应调整
    B. 可以不改进
    C. 反映了由预期的事件或正常的原因引起的差异
    D. 无论什么原因都不应该被检查或返工

79. Which of the following item is not one of the seven tools the most popularly used
    in quality control?
    A. Pareto chart
    B. Cause-and-effect diagram
    C. Control chart
    D. PERT chart

下列哪一项不是质量控制中最常用的 7 个工具之一？
    A. 帕累托图
    B. 因果分析图
    C. 控制图
    D. PERT 图

80. The statistical control chart is a tool used primarily to help:
    A. Monitor process variation over time
    B. Measure the degree of conformance
    C. Determine whether results conform
    D. Determine whether results conform to requirements

统计控制图是一个主要用来帮助_____的工具。
    A. 监控不同时间的过程偏差
    B. 测量一致的程度
    C. 确定结果是否一致

D. 确定结果是否与要求一致

81. Design of experiments is a technique used in quality planning to:
    A. Identify which variables have the most influence on overall outcomes
    B. Provide a comparison between project quality management practices
    C. Identify where less rework will be required in any production process
    D. Determine the most wasteful aspects of a process, to improve productivity
实验设计是质量计划编制中用到的一种技术，用于：
    A. 确定哪些变量对总结果有最大的影响
    B. 为项目质量管理实践提供比较
    C. 确定什么地方需要较少的返工
    D. 确定某一过程中哪些部分最浪费，以提高生产率

82. Statistical sampling is a method to determine the conformance to requirements for some element or product of a project. Its greatest advantage is that it:
    A. Does not require a large expenditure of resources
    B. Is accurate enough with a sampling of less than 1%
    C. Does not require 100% inspection of the elements to achieve a satisfactory inference of the population
    D. Needs to be conducted only when a problem is discovered with the end product or when the customer has some rejects
统计抽样是一种确定项目某要素或产品符合要求的程序的方法。这种方法的最大优点是：
    A. 不需要太多的资源
    B. 采用少于1%的柚样就足够精确了
    C. 要对总样本进行满意的推论，不需要对要素进行100%的检验
    D. 只有当发现最终产品存在问题或当客户拒绝接受某些产品时才有必要进行

83. In attribute sampling the:
    A. Result does or does not conform
    B. Result is rated on a continuous scale that measures the degree of conformity
    C. Emphasis is on normal process variation
    D. Emphasis is on determining whether a result falls within specific control limits
在属性抽样中：
    A. 结果一致或不一致
    B. 结果采用连续刻度进行测量，它可以衡量一致的程度
    C. 重点在于正态过程偏差
    D. 重点是决定结果是否落在一定的控制线以内

84. The"rule of seven"as applied to statistical process control charts means that:
    A. Seven rejects typically occur per thousand inspections
    B. Seven consecutive points are ascending, descending, or the same

C. At least seven inspectors should be in place for every thousand employees

D. A process is not out of control even though seven measurements fall outside the lower and upper control limits

在统计过程控制图中所应用的"7 点规则"表示:

A. 每 1 000 次检验生产 7 个不良品

B. 7 个连续的点上升、下降或者相同

C. 每 1 000 个员工中至少有 7 个检验员

D. 即使 7 个测量点都落在上、下控制界限之外，过程也没有失去控制

85. The overall intentions and direction of an organization with regard to quality as formally expressed by top management is a:

A. Quality Plan

B. Quality Statement

C. Quality Policy

D. TQM

最高管理层正式颁布的有关质量的总体意图和指导方针是一个:

A. 质量计划

B. 质量说明书

C. 质量方针

D. 全面质量管理

86. The concept of zero inventory is called:

A. Six sigma

B. Continuous improvement

C. Just in Time

D. Zero defects

零库存的概念称为:

A. 6δ

B. 持续改进

C. JIT

D. 零缺陷

87. Which of the following is not considered a cost of nonconformance to quality?

A. Scrap

B. Rework

C. Call back

D. Process control

下列哪一项不被认为是非一致质量的成本?

A. 废料

B. 返工

C. 招回

D. 过程控制

88. The quality management plan describes all the following except the:

A. Method for implementing the quality policy

B. Project quality system

C. Organizational structure, responsibilities, procedures, processes, and resources needed to implement project quality management

D. Procedures used to conduct trade-off analyses among cost, schedule, and quality

质量管理计划描述下列所有，除了：

A. 实施质量方针的方法

B. 项目质量体系

C. 组织结构、责任、程序、过程和需要用来实施项目质量管理的资源

D. 用来在成本、进度和质量之间进行权衡分析的程序

89. Traditional thinking before Crosby, Juran, Deming, and others on quality performance standards held that error is:

A. Beneficial because we all learn from our mistakes

B. Inevitable

C. Unlikely if a sufficient number of inspectors is used in the process

D. More costly than the sophisticated design work required preventing it

在 Crosby, Juran, Deming 和其他一些人之前，对质量执行标准的传统看法认为：

A. 错误是有益的，只要我们从中学到经验

B. 错误难以避免

C. 只要在质量控制过程中使用足够数量的质检人员，错误就不会发生

D. 为防止错误发生而进行复杂的防范设计是值得的

90. In quality planning, stakeholders should be informed of the quality policy by the:

A. Head of the organization

B. Project manager

C. Project management team

D. Functional managers

在质量规划中，质量政策应当由谁通知到干系人：

A. 该组织的领导

B. 项目经理

C. 项目管理团队

D. 职能经理

91. The primary result of effective team development is:

A. Improved project performance

B. An effective, smoothly running team

C. An understanding by project team members that the project manager is ultimately responsible for project performances

D. Enhancement of the ability of stakeholders to contribute as individuals and team members

有效团队开发的主要结果是：

A. 项目绩效改善

B. 团队运作有效、平稳

C. 项目团队成员理解项目经理最终对项目绩效负责

D. 提高项目干系人作为个人与团队成员对项目做出贡献的能力

92. Your boss believes that all of your project team members avoid work as much as possible. He often uses threats and various controls schemes to make sure people are doing their jobs. What approach to managing people does your boss believe?

A. Theory X

B. Theory Y

C. Theory Z

D. Theory W

你的老板认为你的全部项目组成员都尽可能地避免工作。他经常使用威胁和不同的控制计划来确保人们正在做他们的工作。你的老板在用什么方法管理？

A. X 理论

B. Y 理论

C. Z 理论

D. W 理论

93. Tools and techniques for Team Development include all except:

A. Team-building activities

B. General management skills

C. Role and responsibility assignments

D. Rewards and recognition systems

团队开发所采用的工具和技术包括以下所有，除了:

A. 团队建设活动

B. 常规管理技能

C. 角色和责任指定

D. 奖励和表扬系统

94. Constraints in HR Planning do not include:

A. Impacts of weather

B. Organizational structure of the performing organization

C. Collective bargaining

D. Expected staff assignments

人力资源规划中的约束不包括:

A. 天气的影响

B. 执行组织的组织结构

C. 劳资谈判

D. 预期的员工指定

95. The three types of power available to the project manager based solely on his or her position in the organization include:

A. Formal, reward, and penalty

B. Reward, referent, and formal

C. Expert, referent, and formal
        D. Reward, expert, and referent
在组织中只是基于项目经理的职务而有效的 3 种权力包括:
        A. 正式权力、奖励权力和惩罚权力
        B. 奖励权力、威信权力和正式权力
        C. 专家权力、威信权力和正式权力
        D. 奖励权力、专家权力和威信权力

96. The primary method of reducing conflict in projects is to:
        A. Hold periodic group meetings
        B. Use group facilitators
        C. Perform careful project planning
        D. Enforce strict rules about arguing
在项目中减少冲突的主要方法是:
        A. 定期举行小组会议
        B. 使用群组促进者
        C. 进行仔细的项目规划
        D. 强化有关争辩的严格规定

97. All the following are symptoms of bad teamwork in the project team except:
        A. Frustration
        B. Excessive meetings
        C. Lack of trust or confidence in the project manager
        D. Unproductive meetings
下列各项都是项目团队中糟糕的团队精神征候,除了:
        A. 挫折
        B. 过多的会议
        C. 对项目经理缺乏信任与信心
        D. 没有效果的会议

98. Which of the following statements is true concerning Maslow's hierarchy of needs?
        A. The lowest level need is for safety
        B. Maslow argues that humans cannot control their own destiny
        C. A satisfied need is no longer a motivator
        D. There are seven levels in Maslow's hierarchy
下列哪一项陈述对于马斯洛(Maslow)的需要层次理论是真的?
        A. 最低层次的需要是安全
        B. 马斯洛说人们不能控制他们自己的命运
        C. 已满足的需要就不再是激励因素
        D. 在马斯洛的层次理论中有 7 个层次

99. All the following have been found to be major barriers to building effective project teams except:

A. Differing priorities, interests, and judgments of team members

B. Role conflicts

C. Lack of team member commitment

D. Amount of physical office space allotted to each team member

所有下列各项都被发现是建设有效的项目团队的主要障碍，除了：

A. 项目组成员不同的优先级、利益和判断

B. 角色冲突

C. 缺乏项目组成员的承诺

D. 分配给每个项目组成员的物理办公空间的数量

100.All of the following is an example of team development techniques except:

A. Activities to improve interpersonal relationship among team members

B. Rewards and recognition system

C. Kick-off meeting

D. Project manager solve conflicts of the team

下列各项都是团队开发技术的示例，除：

A. 改善团队成员的人际关系的活动

B. 奖励与表扬体系

C. 开工会议

D. 项目经理对团队冲突的处理

101.The first topic to address in a project kick-off meeting is:

A. Roles and responsibilities

B. Resource plans and schedules

C. Project plans and budgets

D. Project scope and schedules

在一个项目开工会议中第一个要讨论的主题是：

A. 角色和责任

B. 资源计划和进度

C. 项目计划和预算

D. 项目范围和进度

102.Conflict resolution techniques that may be used on a project include:

A. Compromising, directing, and withdrawing

B. Compromising, smoothing, and withdrawing

C. Confronting, directing, and smoothing

D. Confronting, smoothing, and withdrawing

在一个项目中可能被采用的冲突解决技术包括：

A. 妥协、指导和撤退

B. 妥协、调和和撤退

C. 面对、指导和调和

D. 面对、调和和撤退

103.Which of the following is NOT a form of power that the project manager can use

due to the position of project manager in the company?
A. Formal
B. Reward
C. Penalty
D. Expert

下列哪一项不是项目经理由于其在公司内的位置可以使用的权力的形式？
A. 正式权力
B. 奖赏权力
C. 惩罚权力
D. 专家权力

104. According to Herzberg, which of the following is not considered to be a motivator?
A. Money
B. Achievement
C. Recognition
D. Advancement

依照赫兹伯格（Herzberg）的理论，下列哪一项没有被考虑为激励因素？
A. 金钱
B. 成就
C. 认可
D. 提升

105. What is the most common cause of conflict in the early stage of projects?
A. Personality conflicts
B. Priorities
C. Cost
D. Schedules

项目前期最普遍的冲突原因是什么？
A. 个性冲突
B. 优先级
C. 成本
D. 进度

106. All the following are barriers to communication except:
A. Detrimental attitudes associated with low compensation
B. Difficulties with technical language
C. Liquidated damages provisions is fixed-contracts
D. Lack of clear communication channels

下列各项均是沟通障碍，除了：
A. 与低补偿相关的消极态度
B. 对技术语言感到困难
C. 固定总价合同中有关清算损失的条款
D. 缺乏明确的沟通渠道

107. In general, disagreements among stakeholders should be resolved in favor of the:

A. Sponsor

B. Senior management

C. Performing organization

D. Customer

一般而言，项目干系人之间的异议应当以有利于_____的方式解决。

A. 项目发起人

B. 高级管理层

C. 项目执行组织

D. 客户

108. A Project manager who wants to create a receptive atmosphere for communicating should:

A. Ensure that all communication is clear and understood

B. Speak or write as he or she would like to be spoken or written to

C. Have the project team prepare a project communication plan

D. Ensure that team members have the information needed to do their work

一位项目经理想创造一个善于接受的沟通环境，他应当：

A. 确保所有沟通都很明确，都被理解了

B. 按照她或他被要求的说或写的方式去说或写

C. 让项目队伍准备一份项目沟通计划

D. 确保项目成员拥有做他们的工作所需的信息

109. Which of the following links the project roles and responsibilities to the project scope definition?

A. Organizational Breakdown Structure

B. Responsibility Assignment Matrix

C. Roles Assignment Chart

D. Project Scope and Roles Matrix

下列哪一项将项目的角色和责任与项目的范围定义联系在一起？

A. 组织分解结构

B. 责任分配矩阵

C. 角色分配图表

D. 项目范围和角色矩阵

110. A project should be terminated for all of the following reasons except:

A. Lack of team synergy necessary to achieve top quality

B. The project no longer meets the company's objectives

C. The resources are not available to complete project activities

D. Project funding has been significantly reduced

一个项目应该由于下列所有原因而终止，除了：

A. 缺乏必须达到顶尖质量的团队协同作用

B. 项目不再满足公司的目标

C．完成项目活动的资源不可用

D．项目资金被大大地减少了

111. A constraining factor that may affect the organization of the project team is:
    A. The organizational structure of the performing organization
    B. Poor communication among team members
    C. Ambiguous staffing requirements
    D. Team morale

可能影响项目团队组织的约束因素是：

A．执行组织的组织结构

B．团队成员之间沟通很差

C．对人员的要求不明确

D．团队士气

112. Empathic listening entails understanding another person's frame of reference. To exhibit empathic listening skills, a project manager should:
    A. Mimic the content of the message
    B. Probe, then evaluate the content
    C. Evaluate the content, then advise
    D. Rephrase the content and reflect the feeling

移情倾听需要理解他人的沟通参考范围。为了表现出投入的倾听技巧，项目经理应当：

A．模仿这些信息的内容

B．探查并评估这些内容

C．评估这些内容，然后提出建议

D．改述这些内容并反映其情绪

113. The project manager can help the project team develop a sense of identity as a group by:
    A. Communicating frequently through e-mail
    B. Creating an air of mystery about the project
    C. Having a "war room"
    D. Issuing guidelines on how team members should interact with other stake holders

项目经理可以通过_____帮助项目团队建立一种群体认同感。

A．定期通过电子邮件沟通

B．营造一个有关项目的神秘气氛

C．建立一个"作战室"

D．发布团队成员应该如何与其他项目干系人相互交流的指导方针

114. What are the four parts of the communications model?
    A. Sending, Receiving, Decoding, and Comprehending
    B. Sender, Message, Medium, Receiver
    C. Communicator, Message, Receiver, Decoder

D. Communicator, Transmitting, Receiving, Comprehending

沟通模型的四个部分是什么？

A. 发送、接受、解码和了解

B. 发送者、消息、媒介和接收者

C. 沟通者、消息、接收者和解码器

D. 沟通、传送、接收和了解

115. What percent of time does a project manager spend for communication?

A. 50%

B. 75%-90%

C. 30%

D. 40%-60%

项目经理花在沟通上的时间占多少？

A. 50%

B. 75%-90%

C. 30%

D. 40%-60%

116. Which of the following tools or techniques are used in the information distribution process?

A. Communication management plan, project plan, and information distribution system

B. Information distribution system, information retrieval system, and performance reports

C. Communication skills, information retrieval system, and information distribution system

D. Communication skills, work results, and status reports

在信息发布过程中要用到下列哪一种工具或技术？

A. 沟通管理计划、项目计划和信息发送系统

B. 信息发送系统、信息检索系统和绩效报告

C. 沟通技能、信息检索系统和信息发送系统

D. 沟通技能、工作结果和状态报告

117. Ideally, communication between the project manager and the project team members should take place:

A. via daily of weekly status reports

B. through approved template forms

C. by written and oral communication

D. through the formal chain of command

理想地，项目经理和项目组成员之间的沟通应该_____发生。

A. 通过每日的或每周的状态报告

B. 通过批准的模板表格

C. 通过书面的和口头的沟通

D. 通过正式的命令链

118.All the following are objectives of the kickoff meeting except:
    A. Establishing working relationships and lies of communication
    B. Reviewing project plans
    C. Establishing individual and group responsibilities and accountabilities
    D. Discussing specific legal issues regarding the contract
下列各项均是项目启动会议的目标，除了：
    A. 建立工作关系格沟通路线
    B. 评审项目计划
    C. 建立个人和小组责任制
    D. 讨论有关合同的具体法律问题

119.Which of the following is true regarding communication within a project
    environment?
    A. The project manager must assume the primary burden of responsibility to
ensure that messages sent have been received
    B. Effective meetings, a war room, and a tight matrix promote effective
communication
    C. If a project consists of 12 people, 48 potential channels of communication exist
    D. Most project managers spend 30 percent of their working hours engaged in
communication
在项目环境下，下列有关沟通的论述哪一个是正确的？
    A. 项目经理必须承担主要责任，以确保发出的消息已经收到
    B. 有效的会议、"作战室"和紧密型矩阵可以促进有效的沟通
    C. 如果一个项目由 12 人组成，则存在 48 个潜在的沟通渠道
    D. 大多数项目经理花费 30%的工作时间用于沟通

120.In person-to-person communication, messages are sent on verbal levels and
    nonverbal levels simultaneously. As a general rule, what percentage of the
    message actually is sent through nonverbal cues?
    A. 5%-15%
    B. 20%-30%
    C. 40%-50%
    D. Greater than 50%
在人对人的沟通中，消息同时通过口头和非口头传送。作为一个一般规则，通过
非口头暗示传送的消息占多少比例？
    A. 5%-15%
    B. 20%-30%
    C. 40%-50%
    D. 高于 50%

121.All the following are purposes of project risk management except:
    A. Identifying factors that are likely to affect the project scope, quality, time and
cost

B. Developing response strategies for all identified risks

C. Providing a baseline for project factors that cannot be controlled

D. Mitigating impacts by influencing project factors that can be controlled

下列所有各项都是项目风险管理的目的，除了：

A．识别可能影响项目范围、质量、时间和成本的因素

B．对所有的已识别风险制定风险应对计划

C．为不能控制的项目因素提供基准计划

D．通过影响能够被控制的项目因素而减轻影响

122. It is MOST appropriate to use the Delphi technique when:

A. Simulation models are complex.

B. Historical data is abundant.

C. Algorithms are heuristic.

D. Collective group knowledge is sought.

何时最适合采用德尔菲技术:

A.模拟模型非常复杂。

B.历史数据丰富。

C.算法是试算性的。

D.探索集体知识。

123. A diagram used to show causal influence and time sequence of events in risk identification process is:

A. Cause-Effect diagram

B. Influence diagram

C. Flowchart

D. Pareto diagram

在风险识别过程中用来表示因素影响、事件的时间次序和其他关系的图示法是:

A. 因果图

B. 影响图

C. 流程图

D. 帕累托图

124. Given the information in the following table, what is the expected value from this risk event?

A. -10000

B. -7500

C. +25000

D. -7000

Probability	Result
0.4	-10000
0.3	-7500
0.2	-5000
0.1	+2500

下表中的风险事件的预期值是多少？

A. -10000
B. -7500
C. +25000
D. -7000

概率	结果
0.4	-10000
0.3	-7500
0.2	-5000
0.1	+2500

125.If a business venture has a 60% chance to earn $2 million and a 20% chance to loses 1.5 million, what is the expected monetary value of the venture?

A. ($50000)

B. $300000

C. $500000

 D. $900000

如果一项商业投资有 60%的机会赚取 200 万美元，也有 20%的可能损失 150 万美元，则这项投资的预期货币价值是多少？

A. -$50000

B. $300000

C. $500000

 D. $900000

126.Which of the following considers the attitude of the decision maker toward risk?

A. Decision-tree analysis

B. Sensitivity analysis

C. Utility theory

 D. Decision theory

下列哪一项考虑了决策者面对风险的态度？

A. 决策树分析

B. 敏感性分析

C. 效用理论

 D. 决策理论

127.Most schedule simulations are based on some form of which of the following?

A. Delphi

B. RERT

C. CPM

 D. Monte Carlo Analysis

大多数进度模拟基于下列哪种分析方法？

A. 德尔菲

B. PERT

C. CPM

 D. 蒙特卡罗分析

128.Critical path tasks are those tasks that:

A.Have equal pessimistic, optimistic, and most likely estimated times

B.Have a float time of zero

C.Have the same start date

D.Have multiple early start dates and early finish dates
关键路径任务指的是那些任务:
A.有着相同的悲观、乐观和最可能的时间估计
B.时间的浮动量为零
C.有着相同的开始日期
D.有着不同的最早开始日期和最早完成日期

129.Of th4e four types of risk inherent in project management, which one will have
the most lasting effect from the customer's perspective if not managed well?
A. Scope risk
B. Schedule risk
C. Cost risk
D. Quality risk
在项目管理的四种固有风险类型中，如果没有管理好，那么从客户的角度来看，
哪一个将会造成最长久的影响？
A. 范围风险
B. 进度计划风险
C. 成本风险
D. 质量风险

130.The highest risk impact generally occurs during which of the following project
life-cycle phases?
A. Concept and planning
B. Planning and implementation
C. Implementation and closeout
D. Concept and closeout
最严重的风险影响通常出现在下面的哪一个项目生命周期阶段？
A. 概念形成和规划阶段
B. 规划和执行阶段
C. 执行和收尾阶段
D. 概念形成和收尾阶段

131.Each of the following statements about risk avoidance is true except that it
A. Focuses on eliminating the elements that are creating the risk
B. Includes making the decision not to bid on a project in which the risk exposure
is believed to be too high
C. Accepts the consequences of the risk event should it occur
D. Includes leaving the risk with the customer when the customer is in the best
position to mitigate the risk
下列关于风险回避的陈述中，哪一项是错误的？
A. 集中消除那些产品风险的因素
B. 包括对某项目做出不投资的决策，因为该项目的风险被认为太高了
C. 在风险事件发生时接受风险造成的后果
D. 如果客户处于对缓解风险有利的地位，则将风险留给客户

132.When should a risk be avoided?

    A. When the risk event has a low probability of occurrence and low impact

    B. When the risk event is unacceptable-generally one with a very high probability of occurrence and high impact

    C. When the risk can be transferred by purchasing insurance

    D. A risk event can never be avoided

应该何时回避一个风险？

    A. 当风险事件发生概率较低和影响较小的时候

    B. 当风险事件是不可接受的时候——通常是发生概率很高和影响很大的风险事件

    C. 当风险能通过购买保险而转移的时候

    D. 风险事件永远都不可能被避免

133.An example of risk transfer is:

    A. Using new technology in the development of a product

    B. Purchasing insurance

    C. Eliminating the cause of a risk

    D. Accepting a lower profit if costs overrun

风险转移的一个实例是：

    A. 在产品的开发中使用新技术

    B. 购买保险

    C. 消除风险的原因

    D. 如果成本超支，则接受一个较低的利润

134.In a proactive approach to project risk management, the amount of a contingency reserve should be based on:

    A. Percentages based on past experience

    B. The sum total of the most likely probability and impact of the various risk events

    C. A set amount allocated to each item proportionately

    D. An allowance of 10% for each phase in the project life cycle

在一项积极的项目风险管理方法中，应急储备金的数量应取决于：

    A. 根据过去的经验确定的百分比

    B. 各种可能发生的风险事件的概率和影响的总和

    C. 按比例分配给各项的固定金额

    D. 项目生命周期中每一个阶段的 10%的预留金

135.Additional risk response development is needed when the

    A. WBS is changed

    B. Cost baseline is changed

    C. Risk event was unexpected or the effect is greater than anticipated

    D. Project plan is updated

什么时候需要额外的风险应对开发？

A. WBS 发生了变化

B. 成本基准计划发生了变化

C. 出现了意外的风险事件或者影响比预想的要严重得多

 D. 项目计划更新了

136. Which of the following is a method for quantifying qualitative data in order to minimize the effect of personal prejudice on source selection?

A. Weighting system

B. Screening system

C. Selecting system

D. Independent estimates

下列哪一种是量化定性数据，以将个人对供方选择的偏见减到最小的一个方法？

A. 加权系统

B. 筛选系统

C. 选择系统

D. 独立估算

137. If the probability of event A is 80%, and of event B is 70% and they are independent events, how likely is it that both events will occur?

A. 6%

B. 15%

C. 24%

 D. 56%

如果事件 A 发生的概率是 80%，事件 B 发生的概率是 70%，并且它们是独立事件。两个事件同时发生的概率会是多少？

A. 6%

B. 15%

C. 24%

 D. 56%

138. The primary advantage of using decision-tree analysis in project risk management is that it:

A. Considers the attitude of the decision maker toward risk

B. Forces consideration of the probability of each outcome

C. Helps identify and postulate risk scenarios for the project

 D. Shows how risks can occur in combination

在项目风险管理过程中使用决策树分析的根本好处在于它：

A. 考虑了决策者对风险的态度

B. 迫使人们考虑每项结果的概率

C. 帮助识别并假定项目风险情形

 D. 反映了风险是如何连带发生的

139. Transference is to transfer risks by:

A. contracting part or all project to other parties

B. developing alternative schedule plan

C. establishing a functional unit under the project manager to deal with risks events

D. developing a disaster recovering plan

转移包括通过 _____ 进行风险转移。

A. 将项目的部分或整体承包给其他方

B. 制定备用的进度计划

C. 在项目经理之下设立职能机构处理风险事件

D. 制定灾难恢复计划

140.A cost-plus-percentage-cost(CPPC)contract has an estimated cost of $120000 with an agreed profit of 10% of the costs. The actual cost of the project is $130000. What is the total reimbursement to the seller?

A. $143000

B. $142000

C. $140000

D.$132000

一个成本加成本百分比合同（CPPC）有一个$120000 的估计成本，并同意成本的 10%作为利润。项目的实际成本是$130000。给卖方的总的偿付是多少？

A. $143000

B. $142000

C. $140000

D. $132000

141.A cost-plus-incentive-fee(CPIF)contract has an estimated cost of $150000 with a predetermined fee of $15000 and a share ratio of 80/20. The actual costs of the project is $130000. How much profit does the seller make?

A. $31000

B. $19000

C. $55000

D. $40000

一个成本加奖励费合同（CPIF）具有一个$150000 的估计成本、$15000 的预定费用和一个 80/20 的分担比率。项目的实际成本是$130000。卖方获得多少利润？

A. $31000

B. $19000

C. $55000

D. $40000

142.A fixed-price-plus-incentive-fee(FPIF)contract has a target cost of $130000, a target profit of $15000, a target price of $145000, a ceiling price of $160000, and a share ratio of 80/20. The actual cost of the project was $150000. How much profit does the seller make?

A. $10000

B. $15000

C. $0

D. $5000

一个固定总价加奖励费合同（FPIF）的目标成本是¥130000，目标利润是$15000，目标价格是$145000，最高限价是$160000，分担比率是 80/20。项目的实际成本是$150000。卖方获得多少利润？

A. $10000

B. $15000

C. $0

D. $5000

143. A fixed-price-plus-incentive-fee(FPIF)contract has a target cost of $130000, a target profit of $15000, a target price of $145000,a ceiling price of $160000, and a share ratio of 80/20. The actual cost of the project was $100000. How much profit does the seller make?

A. $10000

B. $15000

C. $21000

D. $5000

一个固定价格加奖励费合同（FPIF）的目标成本是$130000，目标利润是$15000，目标价格是$145000，最高限价是$160000，分担比率是 80/20。项目的实际成本是$100000。卖方获得多少利润？

A. $10000

B. $15000

C. $21000

D. $5000

144. Which of the following statements concerning contract type is correct?

A. Fixed price contracts offer buyers the highest potential risk

B. Cost reimbursable contracts offer buyers the lowest potential risk

C. Fixed price contracts are illegal in most regulated industries

D. Lump sum contracts offer sellers the highest potential risk

下列哪一项关于合同类型的说法是正确的？

A. 固定价格合同给买方提供最高的潜在风险

B. 成本报销花费合同给买方提供最低的潜在风险

C. 固定价格合同在大部分规范的行业中是不合法的

D. 总价合同给卖方提供最高的潜在风险

145. Formal notification that the contract has been closed should be provided to the seller by the:

A. Project manager

B. Person responsible for contract administration

C. Project control officer

D. Project sponsor or owner

合同已经收尾的正式通知应该由＿＿＿＿＿提供给卖方。

A. 项目经理
B. 负责合同管理的人
C. 项目控制官员
D. 项目发起人或业主

146. Contingency planning involves:
    A. Defining the steps to be taken if an identified risk event should occur
    B. Establishing a management reserve to cover unplanned expenditures
    C. Preparing a stand-alone document that is separate from the over all project plan
    D. Determining needed adjustments to make during the implementation phase of a project
应急计划包括:
    A. 在已识别的风险事件发生时定义应该采取的步骤
    B. 为计划之处的花费建立管理储备
    C. 准备一份独立于总体项目计划的文件
    D. 确定项目执行阶段中需要进行的必要调整

147. Workarounds are determined in which of the following risk management process?
    A. Risk Identification
    B. Quantitative Risk Analysis
    C. Risk Response Planning
    D. Risk Monitoring and Controlling
权变措施是在风险管理的哪个阶段确定的?
    A. 风险识别
    B. 定量风险分析
    C. 风险应对规划
    D. 风险监控

148. Which of the following statements is not true with regard to cost-reimbursement contracts?
    A. The seller's interest in cost control diminishes
    B. Payment is based solely on the delivery of goods and services
    C. The buyer's concern about the seller's performance increases
    D. The buyer's bears the greater financial risk
关于成本报销合同，下列哪项陈述不正确?
    A. 卖方对成本控制的兴趣减少
    B. 货到付款
    C. 买方更加关心卖方的的履约情况
    D. 买方承担更大的财务风险

149. As part of the contract close-out, project management should document the:
    A. Statement of work
    B. Payment schedules
    C. Formal acceptance

D. Change control process

作为合同收尾的一部分，项目经理应该文档化：

  A．工作说明书

  B．付款计划

  C．正式的验收

  D．变更控制过程

150.A procurement_____is a structured review of the procurement process used to identify success and failures.

  A. Audit

  B. Post mortem

  C. Management review

  D. Flowchart

采购_____是采购过程中用来识别成功和失败的结构化评审。

  A．审计

  B．项目后评审

  C．管理评审

  D．流程图

151.You just learned that the U.S. Environmental Protection Agency issued a new regulation for the handling of toxic waste. No longer can it be put on a cargo ship and dumped offshore even if the boat is in international waters. You recommended to your management that your company, transportation firm that is hired by industries to dispose of such waste, undertake a project to develop guidelines in response to this regulation. As a professional in project management this shows the importance of

  A. Adhering to legal requirements and ethical standards

  B. Continually searching for new and more effective methods to do your work

  C. Using legal requirements as the basis for all project selection decisions

  D. The limited time frame in which projects must be completed

你刚获悉美国环境保护署已为有毒废料的处理发出一个新的规定。有毒废料不能被装上货船，倒入海里，即使船只在国际水域中也不行。你向你的管理层推荐，作为一个被各行业雇用来处置这类废料的公司，应着手进行一个项目来制定应对这条规定的指导方针。作为项目管理专业人员，这显示了_____的重要性。

  A．遵守法律需求和道德标准

  B．为做好你的工作不断地搜寻新的和更有效的方法

  C．以法律要求作为所有项目选择决策的基础

  D．项目必须完成的有限的时间

152.Which of the following situations describes a violation of the PMP's Professional Code of Conduct?

  A. Accepting a gift that is within the customary guidelines of the country or province you are currently working in

  B. Use of confidential information to advance your position or influence a critical

decision.

C. Complying with laws and regulations of the state or province in which project management services re provided

D. Disclosing information to a customer about a situation that may have an appearance of impropriety

下列哪一种情形违反了 PMP 的职业行为准则?

A. 按你现在正在工作的国家或地方的风俗习惯接受一件礼物

B. 使用机密信息来提升你的职位或者影响一个关键决策

C. 符合你提供项目管理服务的州或省的法律和规则

D. 将一个可能不当之嫌的情形的信息透露给一个客户

153.Each of the following describes the personal integrity except:

A. Attempting to understand the religious and cultural sensitivities of the country in which you have been assigned

B. Ensuring that personal interest does not interfere with your decision making process

C. Accepting gifts in exchange for favoring one contractor over another

D. Maintaining confidentiality of sensitive information obtained during the project life cycle

下列每一项都描述了个人的正直,除了:

A. 试图了解你被安排去工作的国家的宗教和文化的敏感信息。

B. 确保个人的利益不会干扰你的决策过程。

C. 接受礼物作为对照顾一个承包商的交换。

D. 维持在项目寿命周期获得的敏感信息的保密性。

154.Before reporting a perceived violation of an established rule or policy the project manager should

A. Determine   the risks associated with the violation

B. Ensure there is a reasonably clear and factual basis for reporting the violation

C. Ignore the violation until it actually affects the project results

D. Convene a committee to review the violation and determine the appropriate response

在报告一个违反建立起的规则或政策的行为之前,项目经理应该:

A. 确定与该违反行为有关的风险

B. 保证在一个清晰合理和实事求是的基础上报告该违反行为

C. 忽略该违反行为,直到它实际上影响到项目结果

D. 召集一个委员会来评审该违反行为,并谋求合适的应对措施

155.In order to balance the needs of the many stakeholders involved in your project the most desirable method to achieve resolution of conflicts would be:

A. Compromise

B. Forcing

C. Controlling

D. Confrontation

为了平衡你的项目的许多干系人的需要，有望解决冲突的最佳方式是：
    A. 妥协
    B. 强迫
    C. 控制
    D. 面对

156. You receive a contract to perform testing for an external client. After contract award, the customer provides you with the matrix to use for your 16 tests. The vice president for engineering says that the customer's test matrix is wrong, and she will use a different test matrix, which should give better results. This is a violation to the SOW. Suppose your sponsor is also the vice president for engineering. You should:

    A. Use the customer's test matrix

    B. Use the vice president's test matrix without telling the customer

    C. Use the engineering test matrix and inform the customer

    D. Tell your sponsor that you want to set up a meeting with the customer to resolve the conflict

你收到一个为一个外部客户执行测试的合同。在获得合同之后，客户向你提供测试矩阵用来进行你的 16 次测试。主管工程的副总裁说客户的测试矩阵是错误的，她将使用一个不同的测试矩阵，可以给出更好的结果。这违反了工作说明书（SOW）。假如你的项目发起人就是这位主管工程的副总裁，你应该：
    A. 使用客户的测试矩阵
    B. 使用副总裁的测试矩阵且不告诉客户
    C. 使用副总裁的测试矩阵但通知客户
    D. 告诉你的项目发起人你想要召开一个包含此客户的会议来解决冲突

157. An effective method for improving an organization's project management knowledge base is through:
    A. Coaching and mentoring
    B. Referent power
    C. A weak Matrix organizational structure
    D. Fast Tracking
一个用于改进组织的项目管理知识库的有效方法是：
    A. 训练和补习
    B. 借助权力
    C. 弱矩阵式组织结构
    D. 快速跟进

158. You are managing an international joint venture construction project in the port city of Melancholia. The Melancholian city council has passed a law that requires that one of its representatives must be involved in front-end project planning and decision-making. It has also been made clear to you that the city expects some form of "unofficial" compensation for such work. You have not worked in this country before so you are not sure about the best way to work with these

low-level government officials. Their involvement is critical because they need to approve the issuance of licenses and permits required to import needed equipment, supplies, and materials. Your best approach is to:

A. Follow local customs explicitly even if this means that you must make such "payments" to local officials

B. Abide by the laws, regulations, and requirements of your own country and follow them explicitly in this situation

C. Stay in tune with the political life in the countries involved in your project, but do not knowingly engage in professional misconduct

D. Recognize the need for government involvement in the project, and do whatever is required for success

你正在管理港口城市 Melancholian 的一个国际合资建设项目。Melancholian 市议会已经通过了一项法律,要求前端项目计划编制和决策必须有一名市议会代表参加,而且明确地表明要为此工作得到某种形式的"非正式的"的补偿。在此之前你没有在这个国家工作过,你不知道与这些低水平的政府官员工作的最佳方法。他们涉足项目非常关键,因为需要他们批准进口所需设备、供给和材料的执照和许可证的发放。你最好:

A. 明确地按照当地的风俗习惯处理,即使这意味着你必须将这样的"支付"付给本地官员

B. 在这种情形下明确地遵守你自己国家的法律、规则和需要

C. 适应你的项目所在国的政治生活,但是不要有意地从事不正当的职业行为

D. 认可政府涉足项目的必要性,并做任何有助于成功的事

159. You have decided to become a PMP. Such certification is highly valued in your organization, and big rewards are handed out to those who earn it. You want to sit for the exam as soon as possible because you believe that if you are a PMP, you will be selected to manage the second largest project ever undertaken by your company. You just completed the application for certification. As you apply for PMP certification, you need to make sure that you:

A. Satisfy all Professional Development Program requirements

B. Abide by the Project Management Professional Code of Professional Conduct

C. Can demonstrate that you can apply all the tools and techniques in the nine knowledge areas of the PMBOK Guide

D. Update your resume to reflect your 2 years of experience in project management during the last 6 years

你已经决定成为一名 PMP。这样的认证在你的组织中具有高度的价值,而且获得认证的人也能获得更大的报酬。你想尽快参加考试,因为你相信如果你是PMP,你将会被选择来管理你的公司曾经承担过的第二个最大项目。你刚刚完成认证考试的申请。当你申请 PMP 认证的时候,你需要确定你能够:

A. 满足所有的职业展计划需求

B. 遵守项目管理专业人士职业行为准则

C. 能展示你能应用 PMBOK 指南的九个知识领域中的所有工具和技术

D. 更新你的简历以便反映在最近 6 年内你在项目管理方面的 2 年经验

160.Project Managers can contribute to their organization's knowledge base and to the
profession of project management most effectively by:
A. Developing and implementing a project review and lessons learned process
B. Establishing strict guidelines for protecting intellectual property
C. Promote the use of ad hoc project management
D. Ensuring that all project plans are developed before the project team is formed

项目经理能最有效地为其组织的知识库和项目管理职业做出贡献的途径是:
A. 制定和实施项目评审和经验教训总结过程
B. 建立严格的保护知识产权的指导方针
C. 促进特定项目管理的使用
D. 确保所有的项目计划在项目组形成之前制定

161.Using the table below, which WBS element is behind schedule but under budget?
Element P
Element Q
Element R
Element S

WBS Element	BCWS	BCWP	ACWP
P	$1.000	$1.100	$1.150
Q	$2.000	$1.800	$2.100
R	$1.000	$1.200	$1.050
S	$2.000	$1.900	$1.800

利用下表数据计算, 工作分解结构 WBS 的哪一要素是落后进度但低于预算?
A.要素 P
B.要素 Q
C.要素 R
D.要素 S

工作分解结构 WBS 要素	计划执行预算成本 BCWS	已执行工作预算成本 BCWP	已执行工作实际成本 ACWP
P	$1.000	$1.100	$1.150
Q	$2.000	$1.800	$2.100
R	$1.000	$1.200	$1.050
S	$2.000	$1.900	$1.800

162.The highest risk generally occurs during which of the following project life-cycle
phases?
A. Concept and planning
B. Planning and implementation
C. Implementation and closeout
D. Concept and closeout

最严重的风险通常出现在下面的哪一个项目生命周期阶段？

A. 概念形成和规划阶段

B. 规划和执行阶段

C. 执行和收尾阶段

D. 概念形成和收尾阶段

163.Which of the following processes involves obtaining proposals from prospective sellers?

A. Procurement Planning

B. Source Selection

C. Solicitation

D. Solicitation Planning

下面的哪一个过程包含从未来的卖方获得项目建议书？

A. 采购规划

B. 供方选择

C. 询价

D. 询价规划

164.A narrative description of products or services to be supplied under contract is called:

A. The project plan

B. A statement of work

C. An exception report

D. Pareto analysis

在合同中提供的产品或服务叙述说明称为:

A. 项目计划

B. 工作说明书

C. 例外报告

D. 帕累托分析

165.Which item is not a basic element of a contract?

A. Offer

B. Acceptance

C. Consideration

D. Pricing structure

下列哪项不是合同的基本要素？

A.报价

B. 接受

C. 订约要因

D. 价格结构

166.Administrative closure includes all but one of the following processes:

A. Collecting project records

B. Analyzing project effectiveness

C. Archiving information for future use

D. Formatting information for distribution

行政收尾包括所有下列过程，但除了：

A.收集项目记录

B.分析项目成果

C.分档留存信息以便未来使用

D.格式化信息以便分发

167.The type of contract that transfers most of the cost risk to the seller is:

    A. Cost plus award fee

    B. Fixed price plus incentive fee

    C. Cost plus fixed fee

    D. Fixed price

将大部分的风险转移给卖方的合同类型是:

    A. 成本加奖励费

    B. 固定总价加奖励费

    C. 成本加固定费

    D. 固定价格

168.Which of the following is an input to contract closeout?

    A. The contract file

    B. Contract documentation

    C. The procurement audit

    D. Formal acceptance

下列哪一项是合同收尾的输入?

    A. 合同文件

    B. 合同文档

    C. 采购审计

    D. 正式验收

169.The iterative process that helps determine those risks that might affect the project and documenting their characteristics is known as:

    A. Risk identification

    B. Risk-handing

    C. Lessons learned

    D. Risk analysis

反复检查,以帮助决定哪些风险会影响项目,并记录风险的特性.这个过程被称为是:

    A.风险识别

    B.风险处理

    C.经验教训学习

    D.风险分析

170.Tom's project seemed to hit a snag when the contractor completed the required

component, as defined in the Statement of Work. The contractor delivered on the promise date, as specified, but the buyer was not pleased with the results. Tom should consider the contract to be:

A. Complete because the contractor was satisfied

B. Complete because the contractor satisfied the terms and conditions of the contract

C. Incomplete because the buyer did not feel the contractor fulfilled the terms of the contract

D. Incomplete because the original specifications were not properly prepared

Tom 的项目似乎遇到了麻烦：虽然承包方完成了如工作说明书确定要求的部分，按照规定如期交付，但是买方对此结果并不满意。Tom 应该把合同考虑为：

A.完成了，由于满足了承包方

B.完成了，承包方达到了合同要求的事项条款

C.没有完成，由于买方并不认为承包方达到了合同要求的事项条款

D.没有完成，由于没有适当地准备初始规格

171.A chief characteristic of the Delphi technique is:

A. Extrapolation from historical data

B. Intuitive expert opinion

C. Analytical hierarchy process

D.A guess

Delphi 技术的主要特征是：

A.根据历史数据进行外推

B.专家直觉和观点

C.解析层次过程

D.猜测

172.When it comes to changes, the project manager's attention is best spent on:

A. Handling changes when they come to light

B. Recording changes

C. Letting management know about changes

D. Preventing unnecessary changes

关于变更，项目经理最应该关注的是：

A.发现变更时，就着手进行处理。

B.对变更进行记录。

C.让管理层知道变更。

D.防止不必要的变更。

173．Which of the following is the correct sequence of the procurement executing and controling processes?

A. Procurement planning, Solicitation Planning, Solicitation

B. Solicitation Planning, Solicitation, Source Selection

C. Solicitation, Source Selection, Contract Administration

D. Source Selection, Contract Administration, Contract Closeout

下列哪一项是采购执行和控制过程的正确顺序？
    A.采购规划，询价规划，询价
    B. 询价规划，询价，供方选择
    C. 询价，供方选择，合同管理
    D. 供方选择，合同管理，合同收尾

174.At the end of a project phase, a Phase-end review is scheduled. This review is used to help the project sponsor mainly to:
A. Determine if the project should continue to the next phase
B. Understand what will be accomplished in the next phase
C. Find excuses for keeping staff members on the job
D. Acquire additional funding
在项目阶段结束时,要安排一个阶段结果评审。该评审主要是为了帮助项目业主:
A.决定项目是否继续实施到下一个阶段
B.知道下一个阶段要完成什么事项
C.找出继续留下项目成员工作的理由
D.获得额外的资金

175.You have worked as a project manager in your country. You are assigned to manage a global project where EU countries are involved. Among many things, what should you prepare for this international project?
    A. No specific actions are required. Just start planning your project.
    B. Gain knowledge about the countries and their business customs.
    C. Align your Chinese team to help implement the project in EU.
    D. Analyze the project team members, and choose only proper members that have some knowledge in the countries.
你自己在国内有过项目经理的经验。你被委任管理一个涉及到欧盟国家的全球项目。你应该怎样准备这个国际项目？
    A.不需要特殊行动。开始进行项目计划工作。
    B.了解这些国家以及当地的商业习俗。
    C.协调小组中国成员帮助在欧盟执行项目。
    D.分析项目团队成员，只选择对这些国家有一定了解的成员。

176.You have an opportunity to make a good profit of a new service product to a new customer. Although you had enough experiences in the similar projects, the general manager asks you to exaggerate your experiences to make a quick contract. What is the best way you can do in this situation?
    A. Refuse that suggestion.
    B. Offer that you have performed similar project installations.
    C. Tell the general manager that you cannot misrepresent your qualifications, but would explain your past experiences of similar projects to the new client and seek training on the new product line before the installation.
    D. Recommend another project manager to assist such sales promotion.
你现在有机会为客户提供一个服务产品获得丰厚利润。尽管你有丰富的类似项目

经验，但是总经理叫你夸大你的经验以便尽快签订合同。这种情况下，你最好的做法是：
    A.拒绝建议
    B.提出你执行过类似的项目安装
    C.告诉总经理你不能夸大自己的资历，但是你可以跟信客户讲述你过去类似项目经验，然后在安装之前可以参加新产品相关培训。
    D.推荐别的项目经理协助促销

177.A project manager in company WWW, Mr. Wang, has been working for the customer Mr. Jin. Mr. Wang recently made friends with Miss Gong, who works in the competitor of your current customer. One evening, Miss Gong took Mr. Wang to a nice restaurant and bought an expensive dinner. At the dinner table, Miss Gong asked many questions about Mr. Jin's business and the current project. Mr. Jin has discovered that Mr. Wang knows Miss Gong who works in Mr. Jin's competitor. What is the proper action that Mr. Wang should take FIRST?

A. Ask questions of Miss Gong until Mr. Wang understands Miss Gong's intentions.

B. Ask to your customer, Mr. Jin, whether he knows that Miss Gong works for a competitor of his company.

C. Mr. Wang should disclose to his supervisor that Mr. Jin thinks that Mr. Wang provides information to Miss Gong.

D. Mr. Wang should disclose this fact to Mr. Wang's supervisor and also to Mr. Jin, the customer.

WWW 公司由一个项目经理王先生，他一直在为客户金先生工作。最近他和在你当前客户的竞争对手公司工作的宫小姐成了朋友。一天晚上，宫小姐带王先生去一家高档餐厅，点了一席好菜。吃饭时，宫小姐询问了许多关于金先生生意和当前项目的问题。金先生发现王先生知道宫小姐在其竞争对手公司工作。王先生应该首先采取的恰当行动是：
A.询问宫小姐直到了解她的意图
B.询问金先生是否知道宫小姐在他的竞争对手的公司工作
C.告诉他的主管，金先生认为他给宫小姐提供信息
D.报事实真相告诉主管和客户金先生

178.A purchase order represents a:
    A. Cash out-flow
    B. Project expense
    C. Commitment
    D. Capital investment
一个采购订单表示一种：
    A. 现金流出
    B. 项目费用
    C. 承诺
    D. 资本投资

179.Mr. Han is a project manager on internet-based software project. With some

technical problems, Mr. Han had a discussion with his friends, Miss Lee and Mr. Ren, Miss Lee has offered a suggestion. Following her suggestion, Mr. Han made a good solution. Mr. Han told his supervisor that he developed this solution, and would implement for the future projects. Mr. Ren knows that Mr. Han takes credit for Miss Lee's ideA.What is the proper way Mr. Ren should do about Mr. Han's improprieties?

A. Support Mr. Han and use the idea for her future projects.

B. Tell Miss Lee about that Mr. Han has taken credit for the idea.

C. Persuade Mr. Han to jointly share the credit with Miss Lee for this new idea and suggest that both Mr. Han and Miss Lee document the procedure and distribute it to the project management group.

D. Report to Mr. Han's supervisor that Mr. Han took credit for someone else's idea.

韩先生是一个 Internet 依托软件项目的项目经理。他和朋友李小姐、任先生探讨了一些技术问题。李小姐提出了一个建议。根据这个建议，韩先生制订出很好的解决方案。韩先生告诉他的主管他制订出了解决方案，并且将在今后项目中实施。任先生知道韩先生利用李小姐的主意邀功请赏。对于韩先生的不适行为，任先生应该采取何种恰当的方法？

A.支持韩先生，在他今后的项目中采纳这个主意

B.告诉李小姐关于韩先生的做法

C.劝韩先生同李小姐一起分享这个主意的功劳，并建议韩先生和李小姐把步骤形成文档，然后分发给项目管理小组。

D.向韩先生的主管汇报，韩先生把别人的主意归功于自己。

180.Your company has started a development project for a public sector. The project may destroy the environment. You company has long supported the environmental movement. You are the project manager and are confronted by one of the non-profit environmental group leader's regarding your company's involvement in managing this "environmentally destructive" project. How should you react to the environmental leader's questions?

A. Only answer questions regarding the project work.

B. Speak out in opposition to your company's involvement with this project.

C. State that you are the project manager on the project and are not qualified to answer any environmental questions regarding the project; then refer them to the public relations office for any further answers.

D. Admit that you are the project manager and try to handle all of the questions that you can.

你的公司已经开始某公共部门的一个开发项目。这个项目有可能会破坏环境。你的公司长期以来就支持环境问题。你是项目经理，现在面临非盈利小组的一领导关于你公司参与管理这个"破坏环境"的项目的质问。你对此质问应该做何反应？

A.只回答针对项目工作的问题。

B.维护公司参与该项目的立场

C.声明你是项目经理，没有资格回答关于该项目的任何环境问题。然后告诉

他们如有进一步的问题请向公关部咨询。
    D.承认你是项目经理，处理你能回答的所有问题。

181.Which of the following is considered a conflict of interest?
A. Discussing your project with a friend.
B. Starting to working for a competitor just after resigning your position.
C. A modest gift to you from a company that you have done business with for years.
D. Use your company's affiliation to promote your own business.

以下哪项被认为是利益冲突？
A.和朋友谈论你的项目
B.刚从你目前公司辞职就开始为竞争对手工作
C.接受有多年业务往来的公司的一个小礼物
D.利用公司的关系促进你自己的业务

182.One of team members complains that the job condition is not safe. What is the best approach of the project manager in dealing with this complaint?
    A. Since only one member complains, do nothing.
    B. Have the site inspected by your client's safety manager and notify your company's safety organization regarding the potential hazard. Then follow-up with the employee that made the complaint.
    C. Have a meeting with the employee to discuss the problem only to make them feel better about the situation.
    D. Turn the entire problem over to the client for them to resolve.
一个小组成员投诉说工作条件不安全。项目经理处理这个投诉时，采用的最佳方法是：
    A.既然只有一个员工投诉，置之不理
    B.让客户方安全经理查看现场，把潜在的危险通知公司安全部门。然后跟踪投诉的员工。
    C.召开员工会议，讨论这个问题，目的是让他们感觉更舒服
    D.把问题题给客户让他们自己解决

183.You are the project manager managing resources who are working in many different countries. In order to manage the different cultures, what would you do?
A. Ignore the cultural differences.
B. Prepare a guideline for standard behavior applicable to all members.
C. Encourage members to respect for the cultural differences.
D. Teach them the culture of your own country in order the meet your company's policy.

你是一个项目经理，你管理的资源都在不同的国度工作。为了管理不同的文化，你应该：
A.忽略文化差异
B.制订一个适用于所有成员的行为标准指导方针

C.鼓励成员尊重文化差异
D.给他们讲解你本国的文化，让他们适应你公司的政策。

184.Miss Zhen is a project manager for the AAA Company and has maintained a good performance in the projects. She was given an opportunity for a side-job, for which she works after hours and on weekends, managing a project for small company, BBB Company. Company BBB is not in competition with AAA Company AAA does not know of her extra work activities for another company. What should she do just to be on the safe side with her current employer, AAA?

A. Do nothing since it is on her own time and AAAA is not in competition with this small company.

B. Talk with her management to ensure there are no conflict of interest policy deviations.

C. Just tell her direct supervisor and let him tell her what to do.

D. Have the BBB Company assure her that they will not disclose to AAAA her side-job.

郑小姐是 AAA 公司的项目经理，她的工作绩效一直很优良。她现在下班后和周末兼职为一个小公司 BBB 管理项目。BBB 公司不是 AAA 公司的竞争对手。AAA 公司不知道她在为另一家公司工作。她应该怎么做才能维持她在 AAA 公司的安全？

A.什么也不用做，因为她利用她自己的时间，而且 AAA 公司和 BBB 公司不是竞争对手。

B.和她的管理层谈话，保证没有任何违勃利益政策的冲突。

C.只给她的直接上司讲，让她告诉她该怎么做。

D.让 BBB 公司保证不把她兼职的事情告诉 AAA 公司。

185.During half way to the project execution, you were assigned as a project manager. After your reviewed the project, you discovered that the project might take double the time which the previous project manager estimated. However, the upper management has been told that the project was on schedule. When the previous manager is an old friend of yours, what will be the best action?
A. Report your evaluation to the upper management
B. Have a team meeting to find the alternatives to meet the project schedule.
C. Meet the previous project manager and turn the project back.
D. Execute the project as planned by the previous manger and report to the upper management at the time the project misses a milestone.

在项目执行进入到中期时，你被指派为项目经理。你审查过项目后，发现项目可能要花费的时间将是前任项目经理的估算的两倍，但是你的上司已获知项目将会按时完成。当前任经理是你的好朋友时，你会采取什么最佳的行动？
A.向你的上司汇报你的评估。
B.召开团队会议寻找可行方案，以满足项目进度要求。
C.会见前任项目经理，扭转项目进度。
D.按前任经理的计划执行项目，当项目不能完成里程碑时及时向上司汇报。

186. Your manager has been a PMI® member. Once in the company-sponsored training course, he reproduced and distributed portions of the PMBOK©. A PMI® Ethics Review Committee now is reviewing this case. You have no previous knowledge of this case. Recently you joined PMI®. An Ethics Review Committee member asked you to answer a series of questions related to your manager's misdeeds. You have ---

A. No involvement because you are not a party to the ethics proceedings.

B. A responsibility to cooperate with PMI® concerning ethics violations and the collection of related information.

C. No responsibility because you were not a PMI® member at the time this alleged misuse took place.

D. No obligation to provide PMI® with any information because you have no firsthand knowledge of the extant case

你的经理是 PMI 成员，有一次当他在公司主办的培训课程上，他复制和分发了 PMBOK 的部分内容。PMI 道德准则审核委员会现在正在审查这个案子。你对这个案子不了解，最近你加入了 PMI，某道德准则审查会的委员要求您回答一系列关于你的经理行为不当的问题，你——

A. 没有参与，因为你不是道德准则程序的一方。

B. 就道德准则违规事宜以及收集相关的信息方面，有责任与 PMI 合作。

C. 不承担责任，因为事情发生当时你不是 PMI 成员。

D. 没有义务向 PMI 提供任何信息，因为你对本案例不掌握第一手资料。

187. You are a project manager working in a foreign country. You observe that some of your project team members are having a difficult time adjusting to the new culture. You provided then training on cultural differences and the customs of this country before arriving, but they still seem uncomfortable and disoriented. Which of the following is true?

A. This is the result of working with teams of people from two different countries.

B. This condition is known as culture shock.

C. This is the result of jet lag and travel fatigue.

D. This condition is known as global culturalism.

你是一名在国外工作的项目经理。你观察到你的一些项目团队成员正在经历一个适应新的文化环境的困难时期。尽管在到这个国家之前你就对他们进行了文化差异和关于这个国家风俗习惯的培训，可他们仍然看起来不舒服和不知所措。下列哪个选项是正确的？

A. 这就是同来自两个不同国家的成员共同工作的结果。

B. 这种情况就叫作文化冲击。

C. 这是时差反应和旅行疲惫的结果。

D. 这种情况就叫作全球文化主义。

188. Which of the following is true regarding Administrative Closure?

A. It occurs at the end of a project phase and at the end of the project.

B. It occurs at the end of the project phase only.

C.It occurs at the end of the project only.

D.It is performed prior to Contract Closeout.

下列哪项对管理收尾的描述是正确的？

A.它出现在一个项目阶段的最后和整个项目的最后。

B.它只出现在项目阶段的最后。

C.它只出现在整个项目的最后。

D.它要在合同收尾之前执行。

189.You are the project manager for Heart of Texas casual clothing company. Your project involves installing a new human resources system. You've identified the risks associated with this project and are ready for the next step. What is the next step?

A. You will evaluate the risks and assign probabilities and impacts using Qualitative and/or Quantitative Risk Analysis.

B. You will use the Delphi technique to confirm the risks you've detailed and identify others you may have missed.

C. You must evaluate the risks and assign probabilities and impacts using both Qualitative Risk Analysis, which comes first, then Quantitative Risk Analysis.

D. You will define the steps to take to respond to the risks and detail them in the risk response plan.

你是负责德克萨斯州休闲服装公司核心项目的项目经理。你的项目涉及要为公司配备一套新的人力资源系统。你已经认识到了项目涉及的风险并为下一步工作做好了准备。下一步的工作是什么？

A.你将对风险进行评估并用定性和/或定量风险分析来对概率和影响赋值。

B.你将运用德尔菲技术来确认你已确切知道的风险并发现其他你可能遗漏的风险。

C.你必须对风险进行评估并先用定性风险分析然后用定量风险分析对概率和影响赋值。

D.你将确定应对风险要采取的步骤并在风险应对计划中对其加以详细说明。

190.The project sponsor has approached you with a dilemmA.The CEO announced at the annual stockholders meeting that the project you're managing will be completed by the end of this year. The problem is that this is six months prior to the scheduled completion date. It's too late to go back and correct her mistake, and stockholders are expecting implementation by the announced date. You must speed up the delivery date of this project. Your primary constraint before this occurred was the budget. What actions can you take to help speed up the project?

A. Hire more resources to get the work completed faster.

B. Ask for more money so that you can contract out one of the phases you had planned to do with in-house resources.

C. Utilize negotiation and influencing skills to convince the project sponsor to speak with the CEO and make a correction to her announcement.

D. Examine the project plan to see if there are any phases that can be fast tracked, and then revise the project plan to reflect the compression of the schedule.

项目出资人使你陷入了一个两难的处境。CEO 已经在年度股东大会上宣布你正在进行的项目将在本年年底完成。问题是，这样就要求要比原来进度规定的完成日期提前六个月完成。返回去再去纠正她的错误已经来不及了，而且股东们也正期待着项目在 CEO 宣布的日期完工呢。你必须提前这个项目的交付日期。这件事发生之前，你的主要制约因素就是预算。你可以采取什么措施来加速项目的完成。

  A.采用更多的资源以使工作更快地完成。

  B.申请更多的资金以使你可以将原定由内部资源完成的项目阶段改为外部完成。

  C.利用谈判和影响技巧说服项目出资人去劝说 CEO 并对她的宣告做出修正。

  D.检查项目计划看看是否有能够快速跟进的阶段，如果有就修改计划来反映进度压缩。

191.Your project involves the research and development of a new food additive. You're ready to release the product to your customer when you discover that a minor reaction might occur in people with certain conditions. The reactions to date have been very minor, and no known long-lasting side effects have been noted. As project manager you should:

A. Do nothing because the reactions are so minor that very few people will be affected.

B. Inform the customer that you've discovered this condition and tell them you'll research it further to determine the impacts.

C. Inform your customer that there is no problem with the additive except for an extremely small percentage of the population and release the product to them.

D. Tell the customer you'll correct the reaction problems in the next batch but you'll release the first batch of product to them now to begin using.

你正负责一个研发一种新的食品添加剂的项目。你已经准备好要向你的客户交付产品，但你发现在某种条件下人们可能会对其产生一点点抵触。到目前为止这种抵触还很微不足道，也看不出有什么长期的负面影响。作为项目经理你应该怎么做？

A.什么也不做，因为这种抵触非常细微没什么人会受到影响。

B.通知客户你已经发现了这种情况并告诉他们你会进行进一步的研究来确定其影响。

C.通知客户除了对极少一部分人外这种添加剂什么问题也没有，并把产品提交给他们。

D.告诉客户你将在下一批产品中解决抵触问题，但还是要将这第一批产品交付给客户投入使用。

192.Which term is not a common name for a procurement document that solicits an offer from prospective sellers?
  A. Invitation for bid
  B. Request for information
  C. Request for quotation
  D. Invitation for negotiation

下列哪一项不是向潜在卖询价的采购文件的通用名称?
    A. 投标邀请书
    B. 信息征求书
    C. 报价邀请书
    D. 谈判邀请书

193.You have just prepared an RFP for release. Your project involves a substantial amount of contract work detailed in the RFP. Your favorite vendor drops by and offers to give you and your spouse the use of their company condo for your upcoming vacation. It's located in a beautiful resort community that happens to be one of your favorite places to go for a get away. What is the most appropriate response?

    A. Thank the vendor but decline the offer as you know this could be considered a conflict of interest.

    B. Thank the vendor and accept. This vendor is always offering you incentives like this, so this offer does not likely have anything to do with the recent RFP release.

    C. Thank the vendor, accept the offer, and immediately tell your project sponsor so they're aware of what you're doing.

    D. Thank the vendor but decline the offer because you've already made another arrangement for this vacation. Ask them if you can take a rain check and arrange another time to use the condo.

你刚刚准备好要对外发布的征求建议书。你们的项目包括征求建议书中详细说明的大量的合同工作。你最青睐的卖主来拜访你并提出可以为你和你的配偶提供他们公司的公寓以备你即将到来的休假之用。公寓正好坐落在一个非常漂亮的旅游胜地,而且恰好是你放松最想去的地方之一。最恰当的回应是怎样的?
    A.向卖主表示感谢,但要拒绝他的好意,因为你知道这会被视为利益冲突。
    B.向卖主表示感谢并欣然接受。这个卖主经常向你提供类似的好处,所以他的这一做法不一定和最近的征求建议书有什么关系。
    C.向卖主表示感谢并欣然接受,同时马上通知你们的项目出资人让他们注意你的行动。
    D.向卖主表示感谢但拒绝他的好意,因为你已经为这次休假做了其他的安排。可以问一下他们你能否延期使用这套公寓,以备下次休假之需。

194.A scope statement is important because it:
    A. Provides the basis for making future project decisions.
    B. Provides a brief summary of the project.
    C. Approves the project for the stakeholders.
    D. Provides criteria for measuring project cost.
范围说明书非常重要,因为:
    A.为做出将来的项目决策提供了基础。
    B.为项目提供了一个简单的摘要。
    C.使项目干系人认同项目。
    D.为衡量项目成本提供了标准。

195.A project management professional can compare earned value performance data to all of the following project management tools EXCEPT:
A. Critical path analysis.
B. Technical performance metrics.
C. Risk mitigation plans.
D. Forecasted final costs and schedule estimates.
一名项目管理专业人员能将挣值绩效数据同下列各项项目管理工具相比较，除了：
A.关键路径分析。
B.技术绩效度量。
C.风险减轻计划。
D.预计最终成本和进度估算。

196.A project team was composed of 6 members. Six (6) more members additionally joined to this team. What is the increase in communication channel?
A. Six (6)
B.4.4 times
C.2 times
D. Twenty
项目团队原来有 6 个成员。现在新增加 6 个成员。沟通渠道有什么变化？
A.增加了 6 条
B.是原来的 4.4 倍
C.增加了 2 倍
D.增加了 20 条

197.A project's payback period ends when:
A. Profit maximum is realized.
B. Unit profit is realized.
C. Monthly revenue exceeds monthly costs.
D. Cumulative revenue equals cumulative costs.
一个项目的回收期是什么时候结束的？
A.最大利润额得到确认。
B.单位利润得到确认。
C.月收入超过月成本。
D.累积收入等于累积成本。

198.During the project scope planning process, the work breakdown structure should be developed to:
A. The sub-project level.
B. The level determined by the project office.
C. A level allowing for adequate estimates.
D. The cost center level.
在项目范围规划流程中，工作分解结构应进行到哪种水平？
A.子项目水平。

B.项目管理办公室确定的水平。
C.能够进行充分估算的水平。
D.成本中心水平。

199.A project loses a contractor in the middle of a project. A new project team is formed to replace the role of the lost contractor and his/her team. As a project manager, what is the FIRST topic to address to the team in the kick-off meeting?
A. Identify team roles and responsibilities.
B. Review detailed schedule.
C. Discuss cost estimates.
D. Emphasize your authority.
一个项目在项目进行的中间阶段失去了一个订约人。要由一个新组建的项目团队来接替失去的订约人的团队的角色。作为项目经理，在启动会议上你要向这个团队说的第一个话题是什么？
A.明确团队在项目中的角色和职责。
B.回顾详细的进度表。
C.讨论成本估算。
D.强调你的权力。

200.Constructive team roles include:
A. Encourager, initiator, and gatekeeper.
B. Information giver, devil's advocate, and clarifier.
C. Withdrawer, harmonizer, and blocker.
D. Summarizer, recognition seeker, and information seeker.
建设性的团队角色包括:
A.鼓励者、发起者和把关者
B.信息提供者、唱反调者和澄清者
C.退缩者、协调者和阻碍者
D.总结者、成就追崇者和信息搜寻者