Chapter1:

 **A megaproject is defined as one that costs over $1 billion and affects more than 1 million people.**  
巨型项目是指成本超过10亿美元并影响超过100万人口的项目。

 **Scrum is an adaptive project management framework used in agile methodologies.**  
Scrum 是一种用于敏捷方法的适应性项目管理框架。

 **A program manager leads and coordinates multiple related projects.**  
项目经理负责领导和协调多个相关项目。

 **Agile project management is known for its flexibility, incremental releases, and adaptability to change.**  
敏捷项目管理以灵活性、渐进式发布和适应变化而著称。

 **Agile assumes that changes will occur during the project lifecycle.**  
敏捷假设项目生命周期中会发生变化。

 **Predictive project management relies on detailed upfront planning and delivers the final product at the end.**  
预测型项目管理依赖于前期详细规划，并在项目结束时交付最终成果。

 **A hybrid approach combines predictive and agile project management methods.**  
混合方法结合了预测型和敏捷项目管理方法。

 **Tools like Gantt charts and network diagrams are used for effective schedule management.**  
甘特图和网络图等工具用于高效的进度管理。

 **An artifact in project management refers to a document, template, output, or deliverable.**  
在项目管理中，artifact 指的是文档、模板、产出或交付物。

 **The triple constraint involves balancing scope, schedule, and cost.**  
三重约束涉及在范围、进度和成本之间进行平衡。

 **The Net Promoter Score (NPS) measures how likely a customer is to recommend a product or service.**  
净推荐值（NPS）衡量客户推荐产品或服务的可能性。

Chapter 2:

1. **NPV (Net Present Value) analysis determines the expected net gain or loss from a project in today’s monetary value.**  
   净现值（NPV）分析用于确定项目在当前货币价值下的预期净收益或损失。
2. **Mind mapping is a visual technique where ideas branch out from a central theme.**  
   思维导图是一种从中心主题发散出想法的可视化技术。
3. **Lean methodology emphasizes eliminating waste and optimizing value.**  
   精益方法强调消除浪费并优化价值。
4. **A product roadmap is a document that outlines the strategic direction of a product over time.**  
   产品路线图是概述产品战略方向的文件。
5. **The payback period is not used to measure overall project profitability over time.**  
   回收期不是用于衡量项目长期盈利能力的方法。
6. **Cash flow is calculated by subtracting expenses from income.**  
   现金流是收入减去支出的结果。
7. **Lean methodology does not focus on increasing employee count to boost productivity.**  
   精益方法不强调通过增加员工数量来提高生产力。
8. **SWOT analysis assesses both internal and external business factors.**  
   SWOT 分析评估企业的内部和外部因素。
9. **Strategic planning helps organizations set long-term goals and strategies.**  
   战略规划帮助组织制定长期目标和战略。
10. **The discount rate is used to convert future cash flows to present value.**  
    折现率用于将未来现金流转换为现值。
11. **SWOT analysis is used to evaluate strengths, weaknesses, opportunities, and threats.**  
    SWOT 分析用于评估优势、劣势、机会和威胁。
12. **A product roadmap visually summarizes the long-term direction of a product.**  
    产品路线图是对产品长期方向的可视化总结。

Chapter 3:

 **The project charter provides formal recognition of a project and outlines its objectives.**  
项目章程正式确认项目的存在并概述其目标。

 **In Scrum, the Product Owner is responsible for maximizing product value through backlog management.**  
在 Scrum 中，产品负责人通过待办列表管理最大化产品价值。

 **The Champion role is not part of the official Scrum roles.**  
“冠军”不是 Scrum 官方角色之一。

 **The Scrum Master is not responsible for enforcing the product vision.**  
Scrum Master 不负责执行产品愿景。

 **A user story does not represent a technical requirement; it reflects user needs and value.**  
用户故事不是技术需求，而是反映用户需求和价值。

 **A sprint usually lasts 1 to 4 weeks in agile development, not one to three months.**  
在敏捷开发中，一个冲刺通常持续1到4周，而不是1到3个月。

 **A phase is a distinct stage in a project’s life cycle.**  
阶段是项目生命周期中的一个明确阶段。

 **The iterative approach gathers feedback after each cycle to guide future development.**  
迭代方法在每个周期后收集反馈，以指导未来开发。

 **The development team delivers a potentially releasable product increment at the end of each sprint.**  
开发团队在每个冲刺结束时交付一个可发布的产品增量。

Chapter:4

 **The Requirements Management Plan explains how project requirements will be collected, tracked, and managed.**  
需求管理计划说明如何收集、跟踪和管理项目需求。

 **INVEST stands for Independent, Negotiable, Valuable, Estimable, Small, and Testable — key qualities of a good user story.**  
INVEST 代表：独立（Independent）、可协商（Negotiable）、有价值（Valuable）、可估算（Estimable）、小型（Small）、可测试（Testable）——是优秀用户故事的关键特征。

 **The MoSCoW method is used to prioritize project requirements based on importance.**  
MoSCoW 方法用于根据重要性对项目需求进行优先级排序。

 **An epic in agile is a large user story that can be broken down into smaller stories for execution.**  
在敏捷开发中，epic 是一个可以拆分为多个小型用户故事的大型故事。

 **A requirements traceability matrix (RTM) tracks each requirement and its attributes throughout the project lifecycle.**  
需求可追溯矩阵（RTM）在整个项目生命周期中跟踪每个需求及其属性。

 **An epic is too large to complete in a single iteration and should be split into smaller stories.**  
Epic 太大，无法在一个迭代中完成，应拆分为更小的用户故事。

 **A work package is the smallest deliverable in a Work Breakdown Structure, assigned to an individual.**  
工作包是工作分解结构（WBS）中分配给个人的最小交付成果。

 **All requirements must be testable and traceable to a clear business need.**  
所有需求都必须可测试，并且可追溯到明确的业务需求。

 **Backlog refinement is a continuous process, not a one-time event at the start of the project.**  
待办事项列表优化是一个持续的过程，而不是项目开始时的一次性事件。

 **The scope statement does not include detailed cost estimates or resource assignments.**  
范围说明不包含详细的成本估算或资源分配信息。

Chapter:5

1. **Critical Chain Scheduling considers resource constraints and adds buffers to protect the project end date.**  
   关键链调度法考虑资源限制，并添加缓冲时间以保障项目完工日期。
2. **Planning Poker is an Agile estimation technique using numbered playing cards to estimate story size.**  
   规划扑克是一种敏捷估算技术，使用编号纸牌来评估用户故事的大小。
3. **A Kanban board typically has columns such as “To Do,” “In Progress,” and “Done.”**  
   看板通常分为“待办事项”、“进行中”和“已完成”等列。
4. **PERT is not ideal when activity durations are highly predictable.**  
   当活动持续时间高度可预测时，PERT 技术并不适用。
5. **The Theory of Constraints states that most systems are limited by one key constraint.**  
   制约理论认为，大多数系统都受到一个主要瓶颈的限制。
6. **The critical path is the longest sequence of activities that determines the earliest project completion date.**  
   关键路径是项目中持续时间最长的一系列活动，决定了项目最早完成的日期。
7. **A timebox is a fixed, short period in Agile where teams work to complete specific goals.**  
   时间盒是在敏捷开发中用于完成特定目标的固定短周期。
8. **Fast tracking is a schedule compression technique where activities are performed in parallel.**  
   快速跟踪是一种进度压缩技术，通过并行执行活动以缩短工期。

Chapter:6

 **A RACI chart defines team roles in terms of responsibility and accountability.**  
RACI 图用于明确团队成员在任务中的责任与问责角色。

 **The Definition of Done outlines the criteria that must be met for a product increment to be considered complete.**  
完成的定义指明产品增量被认为完成所必须满足的标准。

 **A Procurement Statement of Work (SOW) clearly describes what is being purchased.**  
采购工作说明书（SOW）清楚地描述了所采购的内容。

 **A team charter helps set expectations and defines how members will work together.**  
团队章程有助于设定期望并明确成员之间的协作方式。

 **A fallback plan is not implemented when risk responses are successful; it’s used if the primary response fails.**  
当主要风险应对措施失败时，才会实施后备计划，而不是在成功时实施。

 **Fitness for use requires a product to be both technically correct and suitable for its intended purpose.**  
“适用性”不仅要求产品符合技术规格，还必须适合其预期用途。

 **Make-or-buy analysis compares the internal cost of development with external outsourcing options.**  
自制或外购分析用于比较内部开发成本与外部外包选项。

 **An information radiator is a visible display that shows real-time progress of a project.**  
信息辐射器是一个可视化展示项目实时进展的显示板。

 **A root cause is the underlying reason why a problem or issue occurs.**  
根本原因是问题或故障发生的根本性因素。

Chapter:7

1. **A cause-and-effect diagram (also called a fishbone or Ishikawa diagram) helps identify the root causes of quality issues.**  
   因果图（又称鱼骨图或石川图）有助于识别质量问题的根本原因。
2. **The collaborating conflict-handling mode combines high assertiveness and high cooperativeness to find win-win solutions.**  
   协作型冲突处理方式结合高度的自信与合作，寻求双赢解决方案。
3. **A quality audit is used to review quality activities and identify areas for improvement.**  
   质量审计用于审查质量相关活动并找出改进空间。
4. **The Tuckman model describes stages of team development: forming, storming, norming, performing, and adjourning.**  
   塔克曼模型描述了团队发展的阶段：形成、风暴、规范、执行与解散。
5. **Benchmarking does not compare team members for salary gaps; it compares performance or processes against best practices.**  
   基准分析不是用于比较员工工资差异，而是将绩效或流程与最佳实践进行比较。
6. **Empathic listening involves understanding others by putting yourself in their position.**  
   移情式倾听是通过将自己置于对方立场来理解他人。
7. **The competing conflict-handling style is assertive but not cooperative.**  
   竞争型冲突处理方式具有攻击性但缺乏合作性。
8. **Explicit knowledge is easy to articulate and share, such as in documents or procedures.**  
   显性知识易于表达与分享，例如通过文档或流程。
9. **Mirroring is a technique where one subtly matches another’s body language or tone to build connection.**  
   镜像是一种通过模仿他人的肢体语言或语调来建立联系的技巧。
10. **An issue log is used to track and manage issues that require resolution throughout the project.**  
    问题日志用于跟踪和管理项目中需要解决的问题。
11. **Rapport is a harmonious relationship built on mutual understanding and trust.**  
    融洽关系是基于相互理解与信任建立的和谐关系。
12. **Synergy refers to the combined effort of a team producing results greater than the sum of individual contributions.**  
    协同作用指的是团队合作所产生的效果大于个人贡献之和。

Chapter:8

 **Earned Value Management (EVM) integrates scope, time, and cost to assess project performance.**  
挣值管理（EVM）整合范围、时间和成本来评估项目绩效。

 **A slipped milestone is one that is completed later than originally planned.**  
延迟的里程碑是指比原计划完成时间更晚的里程碑。

 **Estimate at Completion (EAC) is a metric used to forecast the total expected cost of a project.**  
完工估算（EAC）用于预测项目的总预期成本。

 **Actual Cost (AC) is the real cost incurred for the work completed, not the planned cost.**  
实际成本（AC）是已完成工作的真实支出，而非计划成本。

 **Stratification is a technique for analyzing data by dividing it into separate categories to reveal patterns.**  
分层法是一种通过将数据分为不同类别以分析其模式的技术。

 **Workarounds are not proactive risk responses—they are unplanned solutions to unexpected problems.**  
应急措施不是主动的风险应对措施，而是对突发问题的临时解决方案。

 **Earned value is the measure of completed work expressed in terms of the approved budget.**  
挣值是用预算金额来表示已完成工作的度量标准。

 **Resiliency is the ability to recover quickly from difficulties or project setbacks.**  
韧性是指从困难或项目挫折中快速恢复的能力。

 **Integrated change control is the process of managing changes to scope, time, and cost in a coordinated way.**  
集成变更控制是协调管理项目范围、时间和成本变更的过程。

 **Control charts are used to visualize process variations over time and determine if the process is under control.**  
控制图用于显示流程随时间的变化，并判断流程是否在控制范围内。

 **Progress charts display task accomplishments within a defined timeframe.**  
进度图用于展示在特定时间段内任务的完成情况。

Chapter:9

1. **The main goal of knowledge transfer in project management is to communicate knowledge across individuals or departments.**  
   项目管理中知识转移的主要目标是促进个人或部门之间的信息共享。
2. **A post-mortem is not a project initiation meeting; it is conducted after the project ends.**  
   事后总结会议不是项目启动会议，而是在项目结束后举行的。
3. **A post-mortem is a meeting held at the end of a project to review what went well, what didn’t, and how to improve future projects.**  
   事后总结会议是在项目结束时召开的，目的是回顾项目中哪些做得好、哪些不足，以及未来改进的方向。