



## 清晖PMP课堂模拟二

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3. 本套模拟题尽可能地覆盖PMP考试的题型，请学员们集中精力在3个小时内完成，达到全真的模拟效果
4. 模拟考试过程中，调整思维，揣摩考题的意图；考试结束后，认真总结。
5. 解题策略：TKSC策略  
T（topic） 真正读懂题目  
K（key） 迅速抓住考点  
S（source） 准确找到出处  
C（choice） 果断做出选择
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1. Signs of a potential economic recession were present during the planning stages of a large construction project. The risk of the recession was assigned as low probability and high impact, with an expected duration of 6-12 months. Soon after the project begins, the recession occurs and impacts the project as expected. After six months, the duration of the recession's impact is changed to 24-36 months.

What should the project manager do?

- A. Extend the project duration by 24-36 months.
- B. Borrow additional working capital.
- C. Update the risk register.
- D. Extend the project duration by 12-24 months.

1. 在一个大型施工项目的规划阶段，出现了潜在的经济衰退迹象。之前关于经济衰退的风险被指定为低概率和高影响，预计持续 6-12 个月。项目开始后不久，发生了经济衰退，并按预期影响项目。六个月后，经济衰退影响的持续时间将更改为 24-36 个月。

项目经理应该怎么做？

- A. 将项目工期延长 24-36 个月
- B. 借用额外的运营资本
- C. 更新风险登记册
- D. 将项目工期延长 12-24 个月

2. 在项目执行阶段，项目发起人直接与团队成员和分包商沟通。项目发起人偶尔向他们提供有关实施方法、工作技巧和任务排序的指导。项目经理应该怎么做？

- A. 使用人际关系技能让项目发起人查阅沟通管理计划。
- B. 更新相关方参与计划，禁止项目发起人与团队和分包商直接沟通。
- C. 更新执行、负责、咨询和知情（RACI）矩阵。
- D. 将项目发起人与团队和分包商的沟通更新到问题日志。

3. A project is within budget but behind schedule. There has been pressure from the vice president (VP) of customer experience to finish the product in two months as publicly announced. The VP asks the project manager to shorten the testing phase of the product to meet the published product release date. What should the project manager do next?

- A. Create a project forecasting report showing the new product release date, which might change the VP's mind.
- B. Analyze where and how reductions can be made to meet the VP's request.
- C. Inform the testing team that the timeframe has been reduced and must be met.

D. Analyze possible options to reduce the testing time to comply with the VP's request.

3. 一个项目符合预算，但落后于进度。因为之前已公布将在两个月内完成该产品，客户体验副总裁（VP）为项目施加压力。副总裁要求项目经理缩短产品的测试阶段，以满足已公布的产品发布日期。

项目经理下一步该怎么做？

A. 创建一个显示新产品发布日期的项目预测报告，这可能会改变副总裁的想法。

B. 分析可以进行减少哪些以及如何减少以满足副总裁的要求。

C. 通知测试团队，已经缩短时间范围并且必须得到满足。

D. 分析缩短测试时间的可能方案，以符合副总裁的要求。

4. A project audit review identifies that a critical, rejected change was made outside of established processes. This affected other deliveries with a medium impact, and the sponsor demands to know why. What should the project manager review first?

A. Change log

B. Requirements traceability matrix

C. Risk report

D. Change

4. 一次项目审计审查发现，在既定过程之外进行了一项关键的、被拒绝的变更。这对其他交付产生中等影响，发起人要求知道原因。项目经理首先应该审查哪一项？

A. 变更日志

B. 需求跟踪矩阵

C. 风险报告

D. 变更请求

5. A project manager sends out regular status reports to all stakeholders with bulleted lists of project accomplishments, upcoming objectives, and current challenges. However, some stakeholders still complain that they do not understand the project's status. What should the project manager do?

A. Contact those stakeholders to understand their concerns, and follow the change request process prior to implementing changes.

B. Distribute a new, more-detailed status report to those stakeholders.

C. Ask those stakeholders to review the communications management plan and provide them with an updated status report.

D. Meet with those stakeholders and the project team to provide a more-detailed project status update.

5. 项目经理向所有相关方发送定期状态报告，报告内容包括项目成就列表，即将完成的目标和目前的挑战。但是，一些相关方仍抱怨说他们不了解项目的状态。项目经理应该怎么做？

- A.联系这些相关方以了解他们担心的问题，并在实施变更之前遵循变更请求过程。
- B.向这些相关方分布一些新的，更详细的状态报告。
- C.要求这些相关方审查沟通管理计划并向 他们提供最新的状态报告。
- D.与这些相关方和项目团队开会，以提供更详细的项目状态更新。
- 6.项目经理定义项目范围后，团队成员对项目需要表示不满。他们要求审查范围说明书来分析风险，并进一步澄清范围。项目经理应该怎么做？
- A.忽略该请求，并指示团队保持已定义的范围。
- B.与团队成员召开引导式研讨会。
- C.要求团队成员创建一份亲和图。
- D.要求团队成员召开头脑风暴会议。
7. A project manager has been working for three months on a project to launch a new functionality in a company's website. However, a key stakeholder is dissatisfied because the deliverable fails to meet their expectations.
- What document should the project manager consult?
- A. Scope management plan
- B. Project scope statement
- C. Requirements traceability matrix
- D. Requirements documentation
- 7.项目经理已经在项目上工作了三个月，该项目是关于在公司的网站上发布一个新功能，然而，一位关键相关方感到不满，因为可交付成果未能满足他们的期望。
- 项目经理应该查阅哪份文件？
- A.范围管理计划
- B.项目范围说明书
- C.需求跟踪矩阵
- D.需求文件
- 8.项目经理必须创建一个项目的工作分解结构（WBS），并分析项目范围的技术细节。
- 项目经理应使用什么工具或技术？
- A.头脑风暴
- B.亲和图
- C.专家判断
- D.紧前关系绘图法（PDM）

9. 一个财务项目旨在为公司客户实现风险评级计算的自动化。在工作绩效评审期间，项目发起人确定风险评级计算不准确。项目经理应该审查哪一份计划来解决这个问题？

- A. 质量管理计划
- B. 风险管理计划
- C. 变更管理计划
- D. 项目管理计划

10. When faced with a lack of historical data a project manager makes various assumptions. A number of these assumptions prove incorrect triggering at least one high-impact issue.

What should the project manager have used to avoid this?

- A. Explicit knowledge
- B. Enterprise environmental factors
- C. Expert judgment
- D. Organizational process assets

10. 当前面临缺乏历史数据时，项目经理会做出各种假设，许多这些假设被证明是不正确的，至少引发了一个高影响的问题。

若要避免这个问题，项目经理应该事先使用什么？

- A. 显性知识
- B. 事业环境因素
- C. 专家判断
- D. 组织过程资产

11. A project that involves 10 branches of a global company is nearing completion. The project manager is scheduling a lessons learned meeting. Who should the project manager invite to the meeting?

- A. All stakeholders
- B. Director of the project manager's business unit
- C. All members of the project team
- D. Senior management

11. 涉及一家全球公司 10 家分公司的项目即将完成，项目经理正在安排召开一次经验教训总结会议，项目经理应该邀请谁来参加会议？

- A. 所有相关方
- B. 项目经理的业务部门主管

C.项目团队的所有成员

D.高级管理层

12. After collecting all information about a new project and developing the project charter, the project manager concludes that the initial, high-level timeline is at risk. The client demands this timeline as a prerequisite to awarding the project. What should the project manager do?

- A. Officially inform the client the deviation to the timeline.
- B. Keep the timeline as is until project execution.
- C. Commit to the high-level timeline and highlight constraints, the responsibility assignment matrix, and risk analyses.
- D. Begin the project based on the original plan.

12.收集完有关项目的信息并制定项目章程之后，项目经理得出结论认为最初的高层级时间表有风险。客户要求这个时间表是授予项目的先决条件。项目经理应该怎么做？

- A.正式向客户通知与时间表的偏差。
- B.保持该时间表直到项目执行为止。
- C.承诺该高层级时间表，突出制约因素，责任分配矩阵和风险分析。
- D.根据原计划开始项目。

13. During the initiating stage, a project manager realizes that main milestones are misaligned with the scope, which may cause misinterpretation. What should the project manager do next?

- A. Detail the scope and deliverables in the project management plan.
- B. Submit a change request to modify the scope and deliverables.
- C. Specify the scope and deliverables in the project charter.
- D. Document the possibility of scope and deliverables misinterpretation in the issue log.

13.在启动阶段，项目经理意识到主要里程碑与范围不一致，这可能导致误解，项目经理下一步应该怎么做？

- A.在项目管理计划中详细说明范围和可交付成果。
- B.提出一项变更请求，以修改范围和可交付成果。
- C.在项目章程中规定范围和可交付成果。
- D.在问题日志中记录误解范围和可交付成果的可能性。

14. A project manager has completed the identification of stakeholders. Previously, the project manager had difficulty managing stakeholders because no distinctions were made

among them regarding influence or authority.

What information needs to be included in the Stakeholder register?

- A. Change requests for new stakeholders
- B. Stakeholder benefits management plan
- C. Stakeholder engagement plan
- D. Stakeholder classification

14. 项目经理已经完成识别相关方的工作。之前，由于没有对项目经理和相关方的影响力或职权方面规定区别，项目经理在管理相关方方面遇到困难，在相关方登记册中需要包含哪一些信息？

- A. 新相关方的变更请求
- B. 相关方效益管理计划
- C. 相关方参与计划
- D. 相关方分类

15. A company is developing a new product. During the testing stage, customers identify a serious defect with it.

What should the project manager use to determine an appropriate solution?

- A. Cause-and-effect diagram
- B. Six Sigma
- C. Expert judgment
- D. Design for X

15. 公司正在开发一些新产品，在测试阶段，客户发现该产品的一个严重缺陷。项目经理应该使用什么来确定合适的解决方案？

- A. 因果图
- B. 六西格玛
- C. 专家判断
- D. 面向 X 的设计

16. A project team is experiencing difficulties in delivering product increments. The project manager schedules a retrospective to identify gaps.

Who should attend this meeting?

- A. Steering committee members
- B. All members directly involved in producing progress work for the project
- C. The head of the project management office (PMO) and the project manager



D. The team leaders of each team involved in the project

16.项目团队在交付产品增量时遇到困难，项目经理安排一次回顾总结会议以找出差错。谁应该参加这次会议？

- A.指导委员会成员
- B.所有直接参与项目生产进度工作的成员
- C.项目管理办公室（PMO）的负责人和项目经理
- D.参与该项目的每个团队的团队领导

17. A project manager is working on an internal project that requires a new point of sale (POS) transaction system. The project manager discovers an issue with the system that may not only delay this project, but also a number of other projects dependent upon this system. This issue was not included in the risk register, because previous trials deemed the system free of flaws. Who should the project manager contact about this issue?

- A. IT department
- B. Sponsors who were affected
- C. Project managers who were affected
- D. Operations team

17.项目经理正在开展一个内部项目，需要一个新的销售点（POS）交易系统，项目经理发现这个系统有个问题，不仅可能延迟这个项目，而且还会影响到依赖于这个系统的其他一些项目。这个问题未包含在风险登记册中，因为之前的试验认为该系统没有缺陷。项目经理应该联系谁来解决这个问题？

- A.IT 部门
- B.受影响的发起人
- C.受影响的项目经理
- D.运营团队

18. A new team member joins a project. The project manager is highly disciplined and expects timely participation in weekly meetings. The new member comes from an organization with a liberal culture and, out of habit is continually late for meetings. When asked why, the team member responds that they are busy working on deliverables, which they believe have priority.

What should the project manager do?

- A. Suspend the team member and explain that this behavior is not permitted.
- B. Meet with the team member again to explain that punctuality is crucial.



- C. Ignore the behavior, as this team member is ensuring that work is not affected.
- D. Highlight ground rules and influences the team so that these rules are understood and followed by all.

18. 一个新团队成员加入一个项目。项目经理的纪律严明，并期待按时参加每周会议。这位新成员来自一个文化自由的组织，由于习惯，一直迟到参加各种会议，当问到为什么迟到，该团队成员回应说他们忙于处理可交付成果，他们认为应该优先处理可交付成果。项目经理应该怎么做？

- A. 暂停该团队成员的工作并解释这种行为是不允许的。
- B. 再次与该团队成员会面，解释守时至关重要。
- C. 忽略这种行为，因为这名团队成员正在确保工作不受影响。
- D. 强调基本规则并影响团队，以便所有人都了解并遵守这些规则。

19. 一个项目收到项目发起人对范围、预算和进度计划的批准。若要确保项目相关方都能获得通知并参加，项目经理应该怎么做？

- A. 将项目计划发给项目相关方进行反馈。
- B. 与项目相关方开会，一起审查项目管理计划。
- C. 所有相关方一起召开项目启动大会。
- D. 要求项目发起人与所有项目相关方沟通并获得他们的同意。

20. A stakeholder believes that a recent project's deliverables were not achieved. What should the project manager do to gain this stakeholder's approval?

- A. Analyze this stakeholder's needs and expectations and review the project scope.
- B. Review the project charter with this stakeholder.
- C. Examine the quality management plan with this stakeholder.
- D. Obtain the stakeholder's new requirements and perform a risk analysis.

20. 一个相关方认为最近一个项目的可交付成果没有实现，若要获得该相关方的批准，项目经理应该怎么做？

- A. 分析该相关方的需求和期望并审查项目范围。
- B. 与该相关方一起审查项目章程。
- C. 与该相关方一起审查质量管理计划。
- D. 获得该相关方的新需求并执行风险分析。

21. An agricultural equipment manufacturer recalls several thousand products due to a defective part. This issue results in many unhappy customers, and the company spends US\$5

million to repair and replace the part.

What type of cost budgeting would have prevented this issue?

- A. Cost of nonconformance
- B. Cost of conformance
- C. Matrix diagrams
- D. Multicriteria decision analysis

21. 一家农业设备制造商因一个缺陷部件而召回数千个产品。这个问题导致许多客户不满，公司花费 500 万美元来修理和更换零件。哪一种成本预算类型可以防止这个问题？

- A. 非一致性成本
- B. 一致性成本
- C. 矩阵图
- D. 多标准决策分析

22. A team member informs the project manager that they must complete a critical outside of the project. This will pose a schedule risk to the project. What should the project manager do to eliminate the risk?

- A. Negotiate with the team member's manager for an alternative time to complete the other task.
- B. Obtain a replacement resource from another department.
- C. Report the team member's manager to the project sponsor for noncompliance.
- D. Instruct the team member's manager to release the team member to complete the scheduled project activity.

22. 一位团队成员通知项目经理他们必须完成项目之外的一项关键任务。这将对项目进度产生风险。

项目经理应该怎么做来消除这个风险？

- A. 与该团队成员的经理协调另外一个时间来完成这项其他任务。
- B. 从另一个部门获得一位替代资源。
- C. 向项目发起人汇报该团队成员的经理不遵守规定。
- D. 指示该团队成员的经理释放该团队成员以完成预定的项目活动。

23. A project sponsor presents the high-level project requirements to the project manager. The project manager then requests an interview with a subject matter expert (SME) before developing the project management plan.

Based on this information, from what document is the project sponsor reporting?

A. Project statement of work (SOW)

B. Project strategic plan

C. Project business case

D. Project charter

23. 项目发起人向项目经理提出高层级别项目需求。然后项目经理在制定项目管理计划之前，要求与一名主题专家（SME）进行访谈。

根据这些信息，项目发起人使用的文件是什么？

A. 项目工作说明书（SOW）

B. 项目战略计划

C. 项目商业论证

D. 项目章程

24. Two team members refuse to participate in the same project together. Participation of both team members is necessary to achieve project goals. What should the project manager do to ensure that both team members work together to obtain project charter sign-off?

A. Encourage team spirit between both members, and obtain support from their functional managers if needed.

B. Refer both team members to the team charter, and obtain support from their functional managers if needed.

C. Encourage both team members to obtain support from their functional managers.

D. Encourage the team members to resolve their conflict.

24. 两名团队成员拒绝一起参加同一个项目，两名团队成员的参与对实现项目目标是必要的。若要确保两名团队成员一起合作获得项目章程的签署，项目经理应该怎么做？

A. 鼓励两位成员发挥团队精神，并在需要时获得职能经理的支持。

B. 让两位成员参阅团队章程，并在需要时获得职能经理的支持。

C. 鼓励两位团队成员从其职能经理那里获得支持。

D. 鼓励团队成员自行解决冲突。

25. A project manager hires a resource to develop a website. The resource abruptly quits without completing the work, and the project manager must hire another resource to complete the job. The newly hired resource changes the website's design, which overrides the original design.

How should the cost associated with the first resource's work be described?

A. Indirect cost

B. Direct cost

C. Sunk cost

D. Variable cost

25. 项目经理聘请一位资源开发一个网站。该资源在没有完成工作的情况下突然离职，项目经理必须聘请另一位资源来完成这项工作，新聘请的资源更改网络设计，覆盖了原有设计。应如何描述与第一位资源工作相关的成本？

A. 间接成本

B. 直接成本

C. 沉没成本

D. 可变成本

26. 因为漏掉一个重要里程碑且初始原型包含错误，客户十分担心。若要避免这个问题，项目经理应该事先做什么？

A. 制定质量核对单

B. 创建风险登记册

C. 签发变更请求

D. 应用预防胜于检查

27. A project sponsor takes great care to develop the benefit analysis and scope with the user/client. The assigned project manager later completes the project on time and under budget. What should the project sponsor do to assure the user/client that the final deliverable has achieved the desired objectives?

A. Refer to the work breakdown structure (WBS) to confirm that all work packages were successfully completed.

B. Point out to the user/client that since schedule and budget requirements were met, the project is a success.

C. Ask the assigned benefits owner to provide their feedback in a written report for verification.

D. Provide to the user/client a list that was used at the end of the project indicating all items addressed.

27. 项目发起人非常注意与用户/客户一起制定效益分析和范围。任命的项目经理后来按时按预算完成项目。项目发起人应该如何向用户/客户确保最终可交付成果达到预期目标？

- A. 查阅工作分解结构（WBS）确认所有工作包都已经完成。
- B. 向用户/客户指出，由于满足了进度计划和预算要求，该项目取得成功。
- C. 要求分配的效益负责人在书面报告中提供他们的反馈以进行验证。
- D. 向用户/客户提供在项目结束时使用的一份清单，列出所有已解决的事项。

28. A key resource requirement for a project subcontractor is technical expert on a manufacturing process. During the early stages of the project, it becomes clear that the subcontractor's staff has inadequate expertise to meet the quality standards. What should the project manager do?

- A. Update the risk register.
- B. Appoint a subject matter expert (SME) to the project team
- C. Perform a quality audit of the subcontractor.
- D. Review the contract for any relevant penalty clause.

28. 项目分包商的一位关键资源需求是一个制定过程的技术专家。在项目的早期阶段，很明显分包商的员工缺乏足够的专业知识来满足质量标准。项目经理应该怎么做？

- A. 更新风险登记册。
- B. 为项目团队成员指定一名主题专家（SME）。
- C. 对分包商执行质量审计。
- D. 审查合同中的任何相关罚款条款

29. A company has developed a guide designed for project managers to conduct review meetings at the end of every project. The purpose is to capture both negative and positive project impacts. A project manager just starting a project discovers that lessons learned from previous projects are not considered in this guide.

- A. Brainstorming
- B. A review of the organizational process assets
- C. Executive summary data sheet
- D. A study of the enterprise environmental factors

29. 一家公司已经为项目经理设计了一份指南，以便在每个项目结束时举行审查会议。其目的是收集项目的负面和正面影响。刚开始一个项目的项目经理发现，这份指南中没有考虑过往项目中获得的经验教训。

这份指南应包含什么内容？

- A. 头脑风暴
- B. 对组织过程资产的审查

C.执行摘要数据表

D.事业环境因素研究

30. A company switches to an agile approach for project development with cross-functional teams and assigns a project manager to a critical project. What should the project manager use to avoid any possibility of employees resigning?

A. Conduct roundtable discussions, workshops, and one-on-one meetings.

B. Establish a committee to work on defining agile approaches.

C. Ask the human resource department to become involved in the project to assist with employee management.

D. Negotiate better salaries or project bounsos for all project team members.

30. 一家公司转向采用跨职能团队进行项目开发的敏捷方法，并将项目经理分配到一个关键的项目。项目经理应该如何避免员工辞职的可能性？

A. 进行圆桌讨论、研究会和一对一的会议。

B. 成立一个委员会来确定敏捷方法。

C. 要求人力资源部门参与该项目以协助员工管理。

D. 为所有项目团队成员协调更好的工资或项目资金。

31. A project manager learns that there are resources that have been assigned to the project without their awareness. After investigation, the project manager discovers that the resources were legitimately required.

What should the project manager have done to avoid this miscommunication?

A. Personally created the resource management plan

B. Updated the procurement and cost management plans

C. Clearly defined and communicated the roles and responsibilities of each resource

D. Revised the communications management plan

31. 项目经理得知在他们不知情的情况下已经为项目分配了资源，经过调查，项目经理发现这些资源需求是合理的。若要避免这种沟通不畅的情况，项目经理事先应该做什么？

A. 亲自创建资源管理计划

B. 更新采购和成本管理计划

C. 明确定义并沟通每个资源的角色与职责

D. 修订沟通管理计划

32. A project manager is leading a state-of-the art billing system project. The project manager

has checked the existing billing system, as well as the lessons learned repository in the company's project management information system (PMIS). The project manager would like to gather more system requirements.

What should the project manager do next?

- A. Refer to existing industry best practices.
- B. Consult any experienced internal or external group.
- C. Work with external subject matter experts (SMEs).
- D. Work with internal business and technical support resources.

32. 项目经理正在管理一个先进的计费系统项目。项目经理已经检查了现在的计费系统以及公司项目管理信息系统（PMIS）中的经验教训知识库。项目经理将可能收集更多的系统需求。

项目经理下一步应该怎么做？

- A. 参考所有的行业最佳实践。
- B. 咨询任何有经验的内部或外部团队。
- C. 与外部主题专家（SME）一起工作。
- D. 与内部业务和技术支持资源一起工作。

33. During final closeout activities for a project, the project manager identifies that project charter contains an original project scope that is less costly than the final project scope. What should the project manager do with this information?

- A. Document the original and final scopes in the project report.
- B. Change the project charter to reflect all the changes made post-creation of this document.
- C. Verify whether the project management plan has been updated.
- D. Review the change request and, if it does not contain the necessary information, update it.

33. 在一个项目的最终收尾活动期间，项目经理发现项目章程包含的原始项目范围比最终项目范围的成本低，项目经理应如何处理这项信息？

- A. 在项目报告中记录原始和最终范围。
- B. 更改项目章程以反映本文件创建后所做的所有变更。
- C. 核实项目管理计划是否已更新。
- D. 审查变更请求，且如果没有包含必要的信息，则更新该变更请求。

34. A project manager with a diverse team is faced with handling conflicts, as some team members are uncooperative. What should the project manager do?

- A. Conduct regular conference calls to iterate the common goals, and to explain that members



should work together as a team.

B. Meet with the uncooperative team members.

C. Conduct a team-building exercise with all team members.

D. Email team members explaining that such behavior will not be tolerated.

34. 因为一些团队成员不合作，一个拥有多元化团队的项目经理需要处理冲突，项目经理应该怎么做？

A. 定期召开电话会议反复重申共同目标，并向该团队成员解释应该作为一个团队共同合作。

B. 与不合作的团队成员开会。

C. 与所有团队成员一起进行团队建设活动。

D. 向所有团队成员发送一封电子邮件解释说，这种行为是不能容忍的。

35. A project manager joins a project that is already in progress. The quality audit report shows that some materials provided by a vendor were approved for payment without documentation of approval by the material inspector. The project manager learns that the inspector verbally communicates approval, then later provides the approval documentation.

What plan will help the project manager evaluate whether this approval approach is compliant with the project management plan?

A. Requirements management

B. Stakeholder engagement

C. Communications management

D. Quality management

35. 项目经理加入一个已经在进行当中的项目。质量审计报告显示，由一个供应商提供的一些材料在材料检查员没有出具批准文件的情况下，获得付款批准。项目经理得知检查员口头表达了批准意见，然后再提供批准文件。哪一份计划可以帮助项目经理评估这种批准方式是否符合项目管理计划？

A. 需求管理计划

B. 相关方参与计划

C. 沟通管理计划

D. 质量管理计划

36. User acceptance tests on a project have been omitted since the technology is operational at other factories. However, after implementation, the technology is not working as expected.

What should the project manager do?

- A. Review the defect report to identify and solve issue.
- B. Submit a change request.
- C. Conduct a root cause analysis to identify corrective actions.
- D. Use test scripts to resolve the issue.

36. 由于技术已在其他工厂运行，一个项目的用户验收测试被省略。但是，在实施后，该技术不能按预期起作用。项目经理应该怎么做？

- A. 查看缺陷报告以确定并解决问题。
- B. 提交变更请求。
- C. 执行根本原因分析，以确定纠正措施。
- D. 使用测试脚本来解决问题。

37. While creating a procurement management plan, a project manager discovers that certain capabilities that exist within the organization are committed to other projects. What should the project manager do to meet this need?

- A. Perform a make-or-buy analysis.
- B. Create a work breakdown structure (WBS).
- C. Develop a risk register.
- D. Start negotiations for staff assignments.

37. 在创建采购管理计划时，项目经理发现组织内部存在的某些资源正在为其他项目效力，项目经理应该怎么做来满足这种需求？

- A. 开展自制或外购分析。
- B. 创建工作分解结构（WBS）。
- C. 制定风险登记册。
- D. 开始人员分配谈判。

38. A project issue is identified after implementation in the production environment. What tool or technique should the project manager use to identify the reason for the issue?

- A. Pareto diagram
- B. Histogram
- C. Ishikawa diagram
- D. Control chart

38. 在生产环境中实施后识别到一个项目问题。若要识别发生这种问题的原因，项目经理应该使用什么工具或技术？

- A. 帕累托图

B.直方图

C.石川图

D.控制图

39.在项目测试阶段检测到一个故障。在未通知项目经理的情况下，测试人员分析该故障，并与开发团队一起合作解决该故障。由于缺乏沟通，项目经理继续遵循初始定义的测试时限。项目经理现在应该怎么做？

A.更新问题日志，并确定纠正措施。

B.忽略该故障，因为已经解决了。

C.签发变更请求，并遵循变更过程。

D.更新测试计划，并确定纠正措施。

40. A manufacturing company is implementing a project to produce a new product using new technology and processes. Details of the component work packages have been defined and constraints for each component have been identified. Management would like to obtain a precise cost estimate of the project.

What estimating technique should the project manager use?

A. Analogous

B. Three-point

C. Bottom-up

D. Parametric

40.一家制作公司正在实施一个利用新技术和新工艺生产新产品的项目。已经确定组建工作包的详细信息，并识别到每个组件的制约因素。管理层希望获得该项目的精确成本估算。项目经理应该使用什么估算技术？

A.类比估算

B.三点估算法

C.自下而上估算

D.参数估算

41. A project manager is leading a large, complex project with several stakeholders. Some stakeholders are against the project benefits, while some are very supportive.

What should the project manager use to classify and properly manage the stakeholders?

A. Salience model

B. Power/interest grid

### C. Impact/influence grid

### D. Stakeholder

41. 项目经理正与多位相关方一起管理一个庞大而复杂的项目。一些相关方反对项目的效益，而另一些则非常支持。项目经理应该使用什么来澄清并正确管理这些相关方？

- A. 凸显模型
- B. 权力/利益方格
- C. 影响/影响力方格
- D. 相关方立方体

42. A project manager joins a high-profile project that will create significant benefits for the company. The project sponsor tells the project manager that some key stakeholders disagree on the project's benefits and may be resistant to working on it. What should the project manager do?

- A. Develop a responsibility assignment matrix (RAM).
- B. Ask the sponsor to obtain support from the stakeholders.
- C. Meet with stakeholders to present the project.
- D. Update the stakeholder register with this information.

42. 项目经理加入一个备受瞩目的项目，该项目将为公司带来重大效益，项目发起人告诉项目经理，一些关键相关方不赞同项目的效益，并且可能抑制该项目的工作。项目经理应该怎么做？

- A. 制定责任分配矩阵（RAM）。
- B. 要求发起人获得相关方的支持。
- C. 与相关方开会展示该项目。
- D. 更新相关方登记册，添加这项信息。

43. A project's concrete supplier informs the project manager that the material will be delivered three weeks later than scheduled. The project manager update the schedule and notifies the project team.

In this situation, what contract type carries the least amount of project risk?

- A. Fixed price incentive fee (FPIF).
- B. Fixed price with economic price adjustment (FPEPA).
- C. Time and material (T&M).
- D. Firm fixed price (FFP)

43. 项目的混凝土供应商通知项目经理，材料将比预定时间晚三个星期交付。项目经理

更新了进度计划并通知项目团队。在这种情况下，哪种合同类型承担的风险最小？

- A. 总价加激励费用合同（FPIF）。
- B. 总价加经济价格调整合同（FPEPA）。
- C. 工料合同（T&M）。
- D. 固定总价合同（FFP）。

44. A local government provides subsidies for energy-efficient activities. An organization plans a project to install solar panels to reduce energy cost. After the solar panel project has started the government announces that solar panels may not continue to qualify for subsidies. What should the project manager do?

- A. Raise the risk level.
- B. Update the issue log.
- C. Use the contingency reserve.
- D. Create a change request.

44. 当地政府为节能活动提供补贴。一家组织正在规划一个安装太阳能电池板以降低能源成本的项目。在太阳能电池板项目启动后，政府宣布太阳能电池板可能不会继续符合补贴资格。

项目经理应该怎么做？

- A. 提高风险水平
- B. 更新问题日志
- C. 使用应急储备
- D. 创建变更请求

45. A team for an international project is composed of individuals from different backgrounds, ages and interests. As soon as the project starts. It become clear that they struggling to work together.

How can the project manager facilitate better teamwork?

- A. Hold an official team meeting to discuss the importance of teamwork.
- B. Meet with team to explain ground rules, shared vision, and to better understand team members' priorities.
- C. Ask the human resource department to educate and train the team on diversity.
- D. Allow the team to develop on its own, and then address issues at the next performance appraisal meeting.

45. 一个国际项目的团队来自不同的背景，年龄和兴趣的个人组成。项目一开始后就

发现他们在齐心协力一起合作。项目经理如何才能促进更好的团队合作？

- A. 举行正式的团队会议来讨论团队合作的重要性。
- B. 与团队开会以解释基本规则，共同愿景和价值观，并更好的理解团队成员的优先级。
- C. 请人力资源部门对团队进行多样性方面的教育和培训。
- D. 让团队自行建设，然后在下一次绩效评估会议上处理问题。

46. During a project's execution phase, the project manager needs to quickly assign resources to build the team and meet project requirements on time. What should the project manager do next?

- A. Create library services.
- B. Conduct a series of workshops.
- C. Train the new team.
- D. Conduct a webinar.

46. 在一个项目的执行阶段，项目经理需要快速分配资源以建立团队并按时满足项目要求，项目经理下一步应该怎么做？

- A. 创建图书馆服务
- B. 举行一系列研讨会
- C. 培训新团队
- D. 举行网络研讨会

47. The owner of a consulting company initiates a project to develop a new business model that will increase market share and revenue because the company has been successful, the management team demands project concept before initiation. What should be used to develop the project concept?

- A. Brainstorming
- B. Expert judgment
- C. Six Sigma technique
- D. Forecasting

47. 一家咨询公司的负责人发起一个项目，拟开发一种新的业务，以增加市场份额和收入，由于该公司很成功，管理团队和顾问并不认为需要新的业务模式，并要求在启动项目之前提供项目概念。

应该用什么来制定项目概念？

- A. 头脑风暴

B. 专家判断

C. 六西格玛技术

D. 预测

48. A project manager meets with the project team to collect requirements. A team member asks the project manager if stakeholders are familiar with the project's assumptions, constraints, and deliverables. Where can the project manager find this information?

A. Project scope statement

B. Statement of work (SOW)

C. Project charter

D. Request for proposal (RFP)

48. 项目经理与项目团队开会收集需求。团队成员向项目经理询问相关方是否熟悉项目的假设条件，制约因素和可交付成果。

哪一份文件将概述这些信息？

A. 项目范围说明书

B. 工作说明书（SOW）

C. 项目章程

D. 建议邀请书（RFP）

49. During a new project's planning phase, the quality assurance manager insists that standard for precision and accuracy be added to the quality management plan. where can the project manager find this information?

A. Enterprise environmental factors

B. Requirements documentation

C. Change control process documentation

D. Organizational process assets

49. 在一个新项目的规划阶段，质量保证经理坚持要求将精度和准确度标准添加进质量管理计划中。

项目经理可以从哪里找到这个信息？

A. 事业环境因素

B. 需求文件

C. 变更控制过程文档

D. 组织过程资产



50. A project manager must compile a factory productivity for government. The report will be created by surveying general managers across 400 factories and must be completed in four mouths. However, based on the available resources and the time needed to survey each general manager, the project is expected to take one year.

What tool or technique should the project manager use to meet the expected deadline?

- A. Schedule compression
- B. Fast tracking
- C. Benchmarking
- D. Statistical sampling

50.项目经理必须为政府编制一份工厂生产能力报告。这份报告将通过对 400 家工厂的总经理进行调查而创建，并且必须在四个月内完成，然而，根据现有资源以及调查每位总经理所需的时间，该项目预计需要一年时间。项目经理应使用什么工具或技术来满足预期期限？

- A.进度压缩
- B.快速跟进
- C.标杆对照
- D.统计抽样

51.在项目执行阶段，项目经理完工估算（EAC）高于完工预算（BAC）。在确认过计算的准确性后，项目经理应该做什么？

- A.为项目干系人准备自下而上的 EAC 值。
- B.请求项目发起人批准完工偏差（VAC）预测。
- C.根据 EAC 和 BAC 请求项目发起人批准成本绩效指数（CPI）。
- D.基于完工尚需绩效指数（TCPI）的评估采取行动。

52. A project manager is working with a quality assurance (QA) expert to determine the reason behind a number of quality variances and defects in a production line. What should the project manager use to identify the problem's origin?

- A. Histogram
- B. Scatter diagram
- C. Matrix diagram
- D. Fishbone

52.项目经理正在与质量保证（QA）专家合作，以确定生产线中许多质量偏差和缺陷背后的原因。项目经理应该使用下列哪一项来确定问题的根源？

- A.直方图
- B.散点图
- C.矩阵图
- D.鱼骨图

53. A project that should have been 80 percent complete by now is only 75 percent complete. The total project budget is US\$100, 000 and the actual cost of work performed (ACWP) is US\$72, 000.

What can be determined from this information?

- A. The project is under budget, has a schedule performance index (SPI) of 0.94, and a cost performance index (CPI) of 1.04.
- B. The project is over budget, has an SPI of 1.07, and a CPI of 0.96.
- C. The project is over Budget, has an SPI of 0.96, and a CPI of 1.04.
- D. The project is under budget, has an SPI OF 0.94, and a CPI of 0.96.

53.到目前为止本该完成百分之八十的一个项目只完成了百分之七十五，项目总预算为100, 000 美元，已完成工作实际成本（ACWP）为72, 000 美元。根据这些信息可以确定什么？

- A.该项目低于预算，与进度绩效指数（SPI）为0.94，成本绩效指数（CPI）为1.04
- B.该项目超出预算，其SPI为1.07，CPI为0.96
- C.该项目超出预算，其SPI为0.96，CPI为1.04
- D.该项目低于预算，其SPI为0.94，CPI为0.96

54. For a software development project, most of functions have been agreed upon by the customer. This customer is also a stakeholder, and is responsible for reviewing the requirement specification. After the project starts, the customer's boss, who was unidentified as a stakeholder, become involved in the project and demands changes to the approved requirements. This causes significant rework and extends the timeline. What should the project manager do?

- A. Add this to the risk register.
- B. Submit a change to the change control board (CCB).
- C. Revise the project management plan to include the updates.
- D. Plan a buffer for time and resources to compensate for unexpected change requests.

54.对于一个软件开发项目，大部分功能都已经通过客户同意。该客户也是一位相关方，负责审查需求规格书。项目开始后，该客户的老板（之前未被识别为一位相关方）参与

项目要求对批准的需求进行变更。这导致项目发生严重返工并延长时间表。项目经理应该怎么做？

- A. 将其添加进风险登记册
- B. 向变更控制委员会（CCB）提交一项变更。
- C. 修订项目管理计划，以包含这些更新。
- D. 规划时间和资源的缓冲区，以补偿预期之外的变更请求。

55. 项目经理研究报纸文章，以确定哪些团体可能影响项目。项目经理执行的是哪一个过程？

- A. 控制风险
- B. 识别相关方
- C. 控制干系人参与程度
- D. 识别风险

56. A company asks a project manager to launch a project for a new assembly technique. Project resources have an average of 15 years working for the company and believe they can begin the project immediately.

What should the project manager do to launch this process?

- A. Establish a training program.
- B. Hold a kick-off meeting.
- C. Create a project management plan.
- D. Establish an incentive program.

56. 一家公司要求项目经理为一项装配技术启动一个项目，项目资源平均为公司工作 15 年，并认为他们可以立即开始项目。项目经理应该怎么做来启动这个过程？

- A. 制定一份培训计划
- B. 召开项目启动大会
- C. 创建项目管理计划
- D. 制定一份激励计划

57. A project has been deviating for several months. This status has been emailed to all stakeholders in weekly reports. One key stakeholder just learned of the deviation and is upset that they were only notified via email.

What should the project manager have done to prevent this?

- A. Verified that all stakeholders received and understood each status report

- B. Chosen the appropriate communication method for each stakeholder
- C. Engaged directly with key stakeholders about critical issues or project deviations
- D. Planned periodic meetings with key stake stakeholders to report project status

57. 一个项目已经发生偏差几个月了，这种状态已通过电子邮件在每周报告中发送给所有相关方。一位关键相关方刚刚得知这一偏差，并对只通过电子邮件通知他们感到不安。若要预防这个问题，项目经理应该是先做什么？

- A. 确认所有相关方都收到并理解每份状态报告。
- B. 为每一个相关方选择适当的沟通方法。
- C. 直接与关键相关方就重要问题或项目偏差进行接洽。
- D. 计划与关键相关方定期举行会议以报告项目状态。

58. 一个构建新产品的项目包含了一项设计，而该设计使用了两个现有产品的一些功能，但是，新产品需要比其他前代产品更大型且更便宜。项目经理查看两个现有产品的文件，并与工程总监讨论对最终成本的影响。项目经理将使用什么技术来估算成本？

- A. 建模和成本预测
- B. 类比估算和参数估算
- C. 专家判断和成本汇总
- D. 自下而上估算和计划评审技术分析

59. A project manager receives notification from a third-party vendor that the on-site assigned to the client location will be unavailable for the next two weeks. What document should the project manager update?

- A. Issue log
- B. Team assignments
- C. Risk register
- D. Responsibility assignment matrix (RAM)

59. 项目经理从第三方供应商处收到通知说，分配给客户所在地的现场资源在接下来的两周内将不可用。

项目经理应该更新哪一份文件？

- A. 问题日志
- B. 团队任务
- C. 风险登记册
- D. 责任分配矩阵（RAM）

60. A specialized project team is managing a large project. Last month, the engineering consultant submitted the initial design proposal for client review. The project manager learns that the design has been rejected for failing to satisfy customer needs.

- A. Developed a project charter
- B. Conducted a kick-off meeting
- C. Created a requirement traceability matrix
- D. Performed a stakeholder analysis

60. 一个专业的项目团队正在管理一个大型项目。上个月，工程顾问提交了最初的设计计划给客户审查，项目经理得知该设计因素未能满足客户需求而被拒绝。

若要确保更有利的结果，项目经理应该事先做什么？

- A. 制定项目章程
- B. 召开项目启动大会
- C. 创建需求跟踪矩阵
- D. 执行相关方分析

61. To limit the amount of project change, a project manager develops a rigid change management plan that only allows approval of change that mitigate a major potential or materialized risk. A team member proposes a scope change that will remove a dependency on an external project that is running behind schedule. What should the project manager do?

- A. Discuss the proposed change with the sponsor and external project manager
- B. Reject the change, as all changes should be avoided in accordance with the change
- C. Accept the change, as it is a preventive action
- D. Consent to the change, as it is a corrective action

61. 为限制项目变更的数量，项目经理制定了严格的变更管理计划，只允许批准减轻重大潜在或实际风险的变更，一位团队成员提出了一个范围变更，该变更将消除对一个落后于进度计划的外部项目的依赖关系。项目经理应该怎么做？

- A. 与发起人和外部项目经理讨论提议的变更
- B. 拒绝该变更，因为根据变更管理计划应避免所有变更
- C. 接受该变更，因为这是一项预防措施
- D. 同意该变更，因为这是一项纠正措施

62. A project manager notices schedule performance schedule issues due to the expertise levels of project resources. Some experience resources check unnecessary details, and some junior-level resources take a long time to complete tasks. What should the project manager do

to enhance team performance?

- A. Provided training where required, and implement a checklist for all team members
- B. Ask the senior resources to provide assistance to the junior resources
- C. Replace the junior resources, and advise the senior resources
- D. Conduct training with the junior staff

62. 由于项目资源的专业水平不同，项目经理注意到进度计划绩效问题，一些经验丰富的资源会检查不必要的细节，而一些初级资源则需要很长时间才能完成任务。项目经理应该怎么做来增强团队绩效？

- A. 根据需要提供培训，并为所有团队成员实施一份核对单
- B. 请高级资源为初级资源提供协助
- C. 更换初级资源，并通知高级资源
- D. 对初级员工进行培训

63. A project manager joins a project that has just started. The sponsor and project team assure the new project manager that the project has an adequate budget and realistic schedule. The project manager is concerned about unplanned events that could threaten the project's success. What should the project manager do?

- A. Identify and evaluate any project risks
- B. Request additional funding from the project sponsor for project planning
- C. Discuss the potential of unplanned risks with the functional manager
- D. Focus on executing the project as planned

63. 项目经理加入一个刚刚开始的项目，项目发起人和项目团队向新项目经理保证具有足够的预算和符合实际的进度计划，项目经理担心可能威胁到项目成功的意外事件。项目经理应该怎么做？

- A. 识别并评估任何项目风险
- B. 请求项目发起人为项目规划提供额外资金
- C. 与职能经理讨论潜在的计划外风险
- D. 关注按计划执行项目

64. A multinational company has a 10-phase project that is behind schedule. A team leader informs the project manager that if the schedule is crashed, the project can be completed as planned. However, there is a risk that some project objectives may be unmet. What should the project manager do?

- A. Ask project stakeholders for approval

- B. Update the risk register and communicate next steps to the sponsor
- C. Use fast tracking instead of crashing
- D. Revise the project management plan to change the project's objectives

64. 一家跨国公司有一个分为 10 个阶段的项目落后于进度计划，团队领导通知项目经理，如果对进度计划进行赶工，项目可以按计划完成。但是，存在一些项目目标可能未满足的风险。项目经理应该怎么做？

- A. 请求项目相关方的批准
- B. 更新风险登记册并与发起人沟通后续步骤
- C. 使用快速跟进，而不是赶工
- D. 修订项目管理计划，以变更项目目标

65. A project manager joins a project with a distributed team, fixed budget, and tight deadlines. During planning, what should the project manager do to avoid any scope creep and keep the team focused on delivering a product that meets requirements?

- A. Ensure that any changes to scope have gone through the formal approval process
- B. Conduct daily stand-ups with all development teams
- C. Request that all development team leads prepare detailed requirements
- D. Prevent stakeholders from directly interacting with the development team leads

65. 项目经理加入一个具有分布式团队、固定预算和紧迫期限的项目。在项目规划过程中若要避免任何范围蔓延，并让团队专注于交付满足要求的产品，项目经理应该怎么做？

- A. 确保范围的任何变更都经过正式的批准过程
- B. 与所有开发团队召开每日站会
- C. 要求所有开发团队主管准备详细的需求
- D. 防止相关方直接与开发团队主管交流

66. The project sponsor informs the project manager that a product could have a adverse health effects on customers. Because of this, the sponsor asks to change production materials. What should the project manager do?

- A. Investigate the matter further by following the Perform Integrated Change Control process
- B. Implement the change immediately and submit a change request for formal documentation
- C. Stop current work and initiate the Perform Integrated Change Control process
- D. Rejected the request because it is outside of scope

66. 项目发起人通知项目经理一种产品可能会对客户产生不利于健康的影响。因此，发



起人要求改变生产材料。项目经理应该怎么做？

- A.通过遵循实施整体变更控制过程，进一步调查该事项
- B.立即实施这项变更并提交正式文档的变更请求
- C.停止当前工作，并启动实施整体变更控制过程
- D.拒绝该请求，因为已超出范围

67.两名项目团队成员一直对产品设计意见不一致。即使经过多次尝试，项目经理仍无法解决这个问题，项目现在落后于进度计划。项目经理应使用什么冲突解决技术来立即解决这个问题？

- A.缓和/包容
- B.妥协/调解
- C.撤退/回避
- D.强迫/命令

68. A project manager presents the project charter to the steering committee. The steering committee is concerned about preassigned resource allocation because the stakeholders are unaware of their participation in the project.

What should the project manager have done to avoid this?

- A. Obtained stakeholders' expectations
- B. Managed stakeholder engagement
- C. Completed the stakeholder register
- D. Defined roles and responsibilities for each stakeholder

68.项目经理向指导委员会展示项目章程，指导委员会非常担心预先分配的资源，因为相关方不了解他们在项目中的参与情况。若要避免这个问题，项目经理应该事先做什么？

- A.获得相关方的期望
- B.管理相关方参与程度
- C.完成相关方登记册
- D.定义每个相关方的角色与职责

69. A project manager is concerned that team members spend too much time assisting operations and maintenance staff with a recently commissioned project component. To what documents should the project manager refer to validate that the component was signed off and ownership transferred?

- A. Organizational process assets updates, procurement agreements, and final report
- B. Organizational process assets updates, procurement agreements, and project document updates
- C. Organizational process assets updates, procurement agreements, and stakeholder engagement plan
- D. Organizational process assets updates, final report, and project document updates

69. 项目经理担心团队成员会花费太多的时间去帮助最近委托的一个项目组件的运营和维护人员，项目经理应该查阅哪一份文件来确认该组件是否已签署并转让所有权？

- A. 组织过程资产更新，采购协议和最终报告
- B. 组织过程资产更新，采购协议和项目文件更新
- C. 组织过程资产更新，采购协议和相关方参与计划
- D. 组织过程资产更新，最终报告和项目文件更新

70. A project has delivered an application. However, during a meeting with the stakeholders, it is discovered that the product has not met legal requirements. What should the project manager do first?

- A. Update the requirements documentation
- B. Revise the project management plan
- C. Initiate a change request
- D. Implement the required changes

70. 一个项目已经交付了一个应用程序。但是，在与相关方的会议中，发现该产品没有达到法律要求。项目经理首先应该怎么做？

- A. 更新需求文档
- B. 修订项目管理计划
- C. 提出变更请求
- D. 实施要求的变更

71. A project manager assumes a project during its execution stage and wants to review the project scope for cost estimating purposes. The project manager discovers that some deliverables were missed in the work breakdown structure (WBS). What should the project manager do next?

- A. Ask the stakeholders if these missed deliverables need to be added
- B. Request that the project management office (PMO) approve additional funds for this work
- C. Add the work to the WBS according to the 100 percent rule and recalculate the total

project cost

D. Ask subject matter experts (SMEs) to check whether these deliverables are necessary

71. 项目经理负责管理一个处于执行阶段的项目，并希望审查项目范围以进行成本结算，项目经理发现在工作分解结构（WBS）中遗漏了一项可交付成果。项目经理下一步应该怎么做？

A. 询问相关方是否需要添加这些遗漏的可交付成果

B. 请求项目管理办公室（PMO）批准这项工作的额外资金

C. 根据 100% 的规则将工作添加到 WBS 中，并重新计算项目总成本

D. 要求主题专家（SMEs）检查这些可交付成果是否有必要

72. A project manager meets with project stakeholders and team members to review the scope management plan, the approved charter, and other requirements documentation. Expert judgement and facilitation are used to develop a detailed description of the product required.

What other input should the project manager use?

A. Lessons learned register from previous projects

B. Issue log

C. Stakeholder register

D. Requirements traceability matrix

72. 项目经理与项目相关方和团队成员开会，审查范围管理计划、批准的章程和其他需求文档。专家判断和引导技术用于制定所需产品的详细描述。

项目经理还应使用哪一项其他输入？

A. 过往项目的经验教训

B. 问题日志

C. 相关方登记册

D. 需求跟踪矩阵

73. A security risk in involving theft is raised at the start of the project and a single action items is created in response. Two months later, the risk exposure has increased, and new action items must now be considered. However, the project manager is hesitant to add a new risk or update the current one because a planned response was already developed. What should the project manager do?

A. Create another risk, as there is always one response per each identified risk

B. Update the existing risk with new response, as one risk can have multiple responses

C. Develop a management plan to handle the identified risk response

D. Check the number of risk owners before deciding how to proceed

73.在项目开始时提出一个涉及盗窃的安全风险，并且创建一个行动项作为应对措施。

两个月后，风险敞口增加，现在必须考虑新的行动项。但是，项目经理不愿意增加新的风险或更新当前的风险，因为已经制定了计划应对措施。项目经理应该怎么做？

- A.创建另一个风险，因为每个已识别到的风险都有一个应对措施
- B.采用新的应对措施更新现有的风险，因为一种风险可能有多个应对措施
- C.制定一份管理计划以处理已识别风险的应对措施
- D.在决定如何进行之前，检查风险责任人的数量

74. Due to organizational restructuring, the group responsible for resolving an item in the issue log has been released. What should the project manager do first?

- A. Identify who now has responsibility for that group's assignments
- B. Assess the priority of the issue
- C. Determine any progress that has been made on resolving the issue
- D. Identify a project resource who can resolve the issue

74.由于组织结构调整，负责解决问题日志中某一项的小组已被解散。项目经理首先应该怎么做？

- A.确定现在由谁负责该小组的任务
- B.评估该问题的优先权
- C.确定解决问题所取得的任何进展
- D.确定可以解决问题的项目资源

75.在第一次团队会议期间，一名新任命的项目经理在讨论项目问题时发现了一个问题。项目经理可以从哪里获得有关团队建设的信息？

- A.团队绩效评价
- B.项目资源管理计划
- C.问题日志
- D.工作绩效报告

76. A project manager is working on a global project with resources located in different regions. What should the project manager do to address the correct channels with the right information?

- A. Schedule meetings in different time zones
- B. Hold frequent video conferences

C. Develop a communications management plan

D. Create a stakeholder engagement plan

76. 项目经理正在管理一个全球性项目，该项目的资源位于不同地区。若要适应正确的渠道来处理正确的信息，项目经理应该怎么做？

A. 安排在不同时区召开会议

B. 频繁举行视频会议

C. 制定沟通管理计划

D. 创建相关方参与计划

77. Because an organization has project sponsors geographically dispersed, the project management office (PMO) initiates a project to implement a customized, unified organizational process. This process includes generating required artifacts at the end of each milestone before the next phase starts. The project's outcome will be used as a prototype for future implementations.

What should the project manager do to ensure that this project is a success?

A. Create a detailed project management plan to share with all stakeholders

B. Engage the stakeholders and request sign-off at the end of each stage

C. Facilitate a virtual weekly status update meeting

D. Update the project management plan on a weekly basis

77. 由于一个组织的项目发起人在地理上分散在不同地方。项目管理办公室（PMO）启动了一个项目来实施定制的、统一的组织过程。这个过程包括在每个里程碑结束时产生所需的工作。该项目的结束将被用作未来实施的原型。确保这个项目取得成功，项目经理应该怎么做？

A. 制定详细的项目管理计划，与所有相关方分享

B. 让相关方参与并在每个阶段结束时要求签署

C. 促成每周状态更新的虚拟会议

D. 每周更新一次项目管理计划

78. 项目经理正在监督一个跨国项目，拥有提供开发、支持和质量测试服务方面的资源。由于语言和文化的差异，项目经理遇到沟通挑战。若要改善沟通，项目经理可以怎么做？

A. 更新沟通管理计划

B. 开展团队建设活动，考虑团队成员集中办公

C. 请求管理层支持来升级资源

D.提高信任感和意见一致性，提高士气，增强团队合作精神。

79. After receiving the project charter from the sponsor, the project manager observes that a well-known, high-level risk has not been included. What should the project manager do?

- A. Include the risk in the statement of work (SOW)
- B. Begin the Perform Integrated Change Control process
- C. Discuss this with the project sponsor
- D. Review the risk management plan to incorporate the risk

79.项目经理在收到项目发起人的项目章程后，发现一个众所周知的高层级风险未列入其中。项目经理应该怎么做？

- A.将该风险包含进工作说明书（SOW）中
- B.开始实施整体变更控制过程
- C.与项目发起人讨论该问题
- D.修订风险管理计划，以包含该风险

80. During the final stage of a project, a key stakeholder proposes a new improvement to the main deliverable. The team disagrees with this.

What should the project manager do?

- A. Log it the risk register
- B. Submit a change request
- C. Review the communications management plan
- D. Examine the change management plan

80.在一个项目的最终阶段，一位关键相关方提出对主要可交付成果的新改进意见。团队不同意进行改进。

项目经理应该怎么做？

- A.将该情况记录在风险登记册中
- B.提交变更请求
- C.审查沟通管理计划
- D.审查变更管理计划

81. An experienced project manager identifies an issue before reaching a major development milestone. The project manager takes appropriate action, and is able to solve the issue on time.

Two weeks later, the sponsor notifies the project manager that the client a penalty process fee.

What should the project manager have done to avoid this?

- A. Initiated a change request

- B. Updated the issue log
- C. Informed the client
- D. Update the risk log

81.一位经验丰富的项目经理在到达一个重大开发里程碑之前识别到一个问题，项目经理采取相应的行动，并能够按时解决问题。两周后，发起人通知项目经理，客户发出了处罚费。

若要避免这个问题，项目经理应该事先做什么？

- A.提出变更请求
- B.更新问题日志
- C.通知客户
- D.更新风险日志

82.一位项目团队成员临时离开项目，由具有类似技术技能的资源代替，由于新资源未参加过项目会议，导致项目中断，项目经理应向新资源提供什么？

- A.项目绩效报告
- B.定期培训以及项目文件的访问权
- C.项目管理计划，包括范围和进度基准
- D.工作绩效报告

83. A project manager joins a project as a replacement on a project team. During initial meetings, the project manager realizes there are many differing opinions about how to address technical decisions. Team members do not respect each other's ideas, and the environment is becoming counterproductive.

In what phase of development is the team?

- A. Storming
- B. Forming
- C. Norming
- D. Performing

83.项目经理作为项目团队的一位替代项目经理人选加入一个项目。在最初的会议中，项目经理发现关于如何解决技术决策存在不同的意见。团队成员不尊重彼此的意见，这种环境起到反效果。

该团队处于团队建设的哪个阶段？

- A.震荡阶段



B.形成阶段

C.规范阶段

D.成熟阶段

84. A project has been underway for six months when someone realizes that the cost management plan is no longer valid due to a recently approved change in the required level of accuracy. What should the project manager do?

A. Ask the team to review and revise the cost management plan

B. Facilitate a team meeting to review the work breakdown structure (WBS), analyze each work package, and update the cost

C. Conduct a team meeting to discuss the change and lead the team in updating the cost management plan

D. Review this change's impact on budget with the team and determine if a change in the cost management plan is necessary

84.一个项目已经进行了六个月，这时有人意识到由于最近批准的所需准确度方面的变更，成本管理计划不再有效，项目经理应该怎么做？

A.要求团队审查并修订成本管理计划

B.促成一次团队会议，以审查工作分解结构（WBS）、分析每个工作包并更新成本

C.召开一次团队会议，以讨论变更并带领团队更新成本管理计划

D.与团队一起审查此变更对预算的影响，并确定是否有必要对成本管理计划进行变更

85. A project manager is new to a company and has not led a project with international team members. What should the project manager do to develop cultural sensitivity?

A. Recognize that culture is learned, seek to understand local customs, and maintain flexibility, when working with team members

B. Meet with the human resource department to obtain formal training in this area

C. Decline the project, citing the difficulty of working with culturally diverse people as the reason

D. Learn every detail of each team member's culture to be sensitive to their needs

85.项目经理新加入一家公司，之前没有管理过具有国际团队成员的项目。项目经理应该如何培养文化敏感性？

A.认识到需要学习文化，设法了解当地习俗，并在与团队成员一起工作时保持灵活性

B.与人力资源部门开会，以获得这方面的正式培训

C.拒绝该项目，理由是与文化多样化人员一起工作存在困难

D. 了解每个团队成员文化的每个细节，以便对他们的需求保持敏感

86. A project manager and a project sponsor are having a dispute during contract closeout. What document is the basis of agreement between the project manager and the project sponsor when defining project completion?

- A. Accepted deliverables
- B. Project scope statement
- C. Project management plan
- D. Project charter

86. 项目经理和项目发起人在合同收尾期间发生争议。在确定项目完成时，哪一份文件是项目经理和项目发起人之间协议的依据？

- A. 验收的可交付成果
- B. 项目范围说明书
- C. 项目管理计划
- D. 项目章程

87. A team member discovers that a new regulation may impact the hand-off date for a project at a remote site. What should the project manager do next?

- A. Ask the project sponsor to accept the risk.
- B. Add extra time to the schedule.
- C. Update the risk register for risk analysis.
- D. Ask the lead stakeholder to bring the change control board.

87. 一位团队成员发现一项新法规可能影响一个异地项目的交付日期，项目经理下一步应该怎么做？

- A. 要求项目发起人接收该风险
- B. 在进度计划中添加额外时间
- C. 更新风险登记册进行风险分析
- D. 请主要相关方将该问题提交给变更控制委员会（CCB）

88. Quality reports derived from large amounts of data indicate that the current deliverable has many defects. What tool or technique should the project manager use to gain insight for decision making?

- A. Affinity diagram
- B. Ishikawa diagram
- C. Control chart

#### D. Pareto analysis

88.在大量数据中获得的质量报告表明，目前的可交付成果存在许多缺陷。项目经理应该使用什么工具或技术来获得制定决策的洞察力？

A.亲和图

B.石川图

C.控制图

D.帕累托分析

89. A project manager finishes the first draft of a project management plan, and intends to present to stakeholders for approval. However, the project management plan is long and stakeholders are geographically dispersed. The project manager has limited time to gain approval.

What should the project manager do to ensure that review of the plan is completed on time?

A. Schedule a meeting with all stakeholders and send the plan for review before the meeting.

B. Send the plan to each stakeholders individually, asking them to add their comments and make it for updating.

C. Divide the plan into sections and ask select stakeholders to review particular portions based on their areas of expertise.

D. Arrange individuals meetings with only the key stakeholders to walk them through the plans

89.项目经理完成了项目管理计划的初稿，并打算将其提交给相关方进行批准，但是，项目管理计划篇幅很长，相关方分散在各地，项目经理获得批准的时间有限。若要按时完成该计划的审查，项目经理应该怎么做？

A.安排一次与所有相关方的会议，并在会议前发送该计划以供审查

B.将该计划分别发送给每位相关方，要求他们添加他们的评论意见并返回以供更新

C.将该计划分成若干部分，并要求选定的相关方根据其专业领域审查特定部分

D.安排只与关键相关方召开单独会议，以便他们完成该计划的走查

90. A project manager must manage potential conflicting stakeholders interests. The stakeholder engagement assessment matrix identifies an influential stakeholder who is resistant to the project.

What should the project manager do to sign the stakeholder's expectations?

A. Create the stakeholder engagement plan.

B. Communicate the stakeholder engagement plan.

C. Meet with all stakeholders to gain consensus on project objectives.

D. Updates the stakeholder register.

90. 项目经理必须管理潜在的相关方利益冲突，相关方参与评估矩阵识别到一个反对项目且有影响力的相关方。项目经理应该做什么以便签署该相关方的期望？

A. 创建相关方参与计划

B. 与其沟通相关方参与计划

C. 与所有相关方开会，对项目目标达成共识

D. 更新相关方登记册

91. 在项目执行阶段，一名项目干系人要求项目经理加入一个新过程的优化。项目经理应该怎么做？

A. 执行实施整体变更控制过程。

B. 与过程专家一起审查项目。

C. 将优化项目分配给团队。

D. 拒绝范围蔓延企图。

92. 项目经理要求团队提供对项目应急计划的评估。若要完成这项工作，团队应该使用哪一项？

A. 定性风险分析

B. 风险审计

C. 风险审查

D. 风险分类

93. 为公共活动提供 IT 基础设施设备的某公司已被选中为一个国家的国庆活动提供设备。该公司只能在截止日期前提供 50% 的设备。项目经理找到可以提供剩余设备的另一个供应商。项目经理应使用什么风险策略？

A. 减轻

B. 分享

C. 回避

D. 转移

94. Based on project progress made to date, a project team wants to change the risk management approach they chose at the beginning of the project. The project manager approves this request to ensure project success, and project activities continue.

What should the project manager have done instead?

- A. Referred to the risk management plan, and encouraged the project team to follow the project's agreed-upon change control process.
- B. Refuse to make the changes, as the approach was already agreed-upon by the stakeholders
- C. Told the project team that the risk management approach was determined based on the needs of the project and cannot be changed.
- D. Rewarded the project team for identifying a new risk management approach.

94. 根据迄今为止取得的项目进展，项目团队希望改变他们在项目开始时选择的风险管理方法。为了确保项目成功，项目活动继续进行，项目经理批准了这一请求。项目经理本应该怎么做？

- A. 查阅风险管理计划，并鼓励项目团队遵循项目的约定变更控制流程
- B. 拒绝进行变更，因为这种方法已经获得相关方的同意
- C. 告诉项目团队，风险管理方法是根据项目需求确定的，不能改变
- D. 因项目团队确定新的风险管理方法而奖励团队

95. A project with a firm fixed price (FFP) contract has reached its final milestone. The project manager is confident with the final product and endorses it to the client. After a week, the sponsor informs the project manager that the client is filing a lawsuit against their firm for the product they endorsed.

What should the project manager have done to avoid this situation?

- A. Validated the number of work hours charged by the project team to the client
- B. Retested the product before endorsing it to the client
- C. Spent time with the client to understand the project's requirements
- D. Requested a formal written notice from the client that the contract was completed

95. 一个采用固定总价（FFP）合同的项目已经到达其最终里程碑，项目经理对最终产品充满信心，并向客户背书该产品，一周后，项目发起人通知项目经理，客户正在针对其所认可的产品向他们公司提起诉讼。

若要避免这种情况，项目经理事先应该做什么？

- A. 确认项目团队向客户收费的工作小时数
- B. 向客户批注该产品之前重新测试该产品
- C. 花时间与客户一起了解项目的需求
- D. 要求客户正式书面通知合同已经完成

96. Two project teams working on the same project. One team works overseas at the client

site, and the other team works at corporate headquarters. The client requests new documentation formats to comply with local legislation and a new demand from strategic suppliers. The team located at corporate headquarters complains that there are already corporate procedures and policies that do not permit any changes to the documentation format.

What should the project manager from the client site do?

- A. Move forward with the project, and the issue log with the details of the client's requests
- B. Request a change to obtain the new formats from corporate headquarters
- C. Modify the format according to the client request, and inform the corporate team
- D. Hold a video conference with the project manager from corporate headquarters to address the issue

96. 两个项目团队正在为同一个项目工作，一个团队在海外的客户现场工作，另一个团队在公司总部工作，客户要求新的文档格式以符合当地法律以及战略供应商的新要求，位于公司总部的团队抱怨说，公司已有程序和政策规定不允许对文档格式进行任何变通。客户现场的项目经理应该怎么做？

- A. 向前推进项目，并在问题日志中更新客户请求的详细信息
- B. 请求变更以获得公司总部的新格式
- C. 根据客户请求修改格式，并通知公司团队
- D. 与公司总部的项目经理召开视频会议以解决该问题

97. For a new project, a company asks the project manager to identify potential project team members. What should the project manager do next?

- A. Ask functional managers for project team members
- B. Create a resource management plan
- C. Develop an organization chart with position descriptions
- D. Use expert judgment

97. 对于一个新项目，公司要求项目经理识别潜在的项目团队成员。项目经理下一步应该怎么做？

- A. 请职能经理提供项目团队成员
- B. 创建一份资源管理计划
- C. 制定一份具有岗位描述的组织图
- D. 使用专家判断

98. During the execution of a road repair project, the budget for risk mitigation procedures

and efforts is reduction. What should the project manager do first?

- A. Perform a risk analysis
- B. Submit a change request
- C. Update the risk register
- D. Revise the cost baseline

98.在执行一个道路维修项目期间，风险减轻程序和工作的预算减少，项目经理首先应该怎么做？

- A.执行风险分析
- B.提交变更请求
- C.更新风险登记册
- D.修订成本基准

99. A company is venturing into a new business but has no previous experience in that market. What tool or technique should the project manager use to collect requirements?

- A. Prototypes
- B. Expert judgment
- C. Product analysis
- D. Decision making

99.一家公司正在冒险进入一项新业务，但之前在该市场中没有经验，项目经理应使用什么工具或技术来收集需求？

- A.原型法
- B.专家判断
- C.产品分析
- D.制定决策

100. Several sub-teams are working on a project with a fixed duration. The implementation team is frequently late providing work products to the quality assurance (QA) team, which causes stress.

What should the project manager do?

- A. Make with both teams so the QA team can explain the impact of the implementation team's late deliveries and to discuss possible solutions
- B. Double the actual expected time of QA tasks that are provided to the implementation team to ensure enough time to fully test when deliveries are late
- C. Instruct the QA team to complete as many of its tests as they can in the time available



D. Add staff to the QA team so that it can complete testing even when the schedule is compressed by late delivery

100. 几个子团队正在为一个具有固定工期的项目工作，实施团队经常延迟向质量保证（QA）团队提供工作产品，从而导致关系紧张。项目经理应该做什么？

A. 与两个团队一起，以便质量保证团队可以说明实施团队延迟交付的影响，并讨论可能的解决方案

B. 将提供给实施团队进行质量保证任务的实际预期时间加倍，以确保在延迟交付的情况下有足够的时间进行全面测试

C. 指示质量保证团队在可用时间内完成尽可能多的测试

D. 为质量保证团队增加人员，以便即使由于延迟交付而压缩进度计划，也可以完成测试

101. The owner of a consulting company initiates a project to the expand the number of services the company provides. The company has a competitive edge, excellent corporate knowledge and a reputation for excellence. The executive team is concerned about the potential for negative business outcomes associated with adding new services.

To evaluate the probability and impact of negative business outcomes, what should the project manager use?

A. Cause-and-affect diagram

B. Forecasting

C. Decision making

D. Risk assessment matrix

101. 一家咨询公司的负责人启动一个项目来扩大公司提供的服务数量，这公司具有竞争优势、出色的企业知识以及卓越的声誉，高管团队担心与增加新服务相关的负面业务结果的可能性。

若要评估负面业务结果的可能性和影响，项目经理应该使用什么？

A. 因果图

B. 预测

C. 制定决策

D. 风险评估矩阵

102. A Project is delayed and a change is needed to obtain the desired quality level of the deliverables. The project manager issue a formal change request and communication the change to all stakeholders. The project manager then learns that this communications

approach failed to meet stakeholders' expectations.

What should the project manager do?

- A. Review the communication management and stakeholder engagement plans.
- B. Issue a change request to include stakeholder's expectations in the project management plan
- C. Meet with the project sponsor to better understand stakeholders' expectations
- D. Follow the communications management plan, and issue a status report

102. 一个项目的延迟交付，且需要进行变更才能获得理想的可交付成果质量级别，项目经理签发正式的变更请求，并与所有干系人沟通变更，然后项目经理得知这种沟通方式未能满足干系人的期望。

项目经理应该怎么做？

- A. 审查沟通管理计划和相关方参加计划
- B. 签发变更请求，在项目管理计划中包含干系人的期望
- C. 与项目发起人开会，以更好地了解干系人的期望
- D. 遵循沟通管理计划，并签发一份状态报告

103. A Project has been temporarily stopped due to unforeseen community disagreements. Since this was not identified as a risk during the project planning phase. It was not included in the risk register.

What should the project manager do?

- A. Recommend mitigation options to the stakeholders obtained via meetings and brainstorming
- B. Replan the remaining work, and reschedule the outstanding tasks and completion date.
- C. Escalate the matter to the project sponsor and functional manager
- D. Meet with stakeholders to review various contingency options, and then recommend the appropriate actions

103. 由于不可预见的社区反对意见，一个项目暂时停止，由于在项目规划阶段没有将其识别为一项风险，因此未将其纳入风险登记册。项目经理应该怎么做？

- A. 通过会议和头脑风暴向相关方推荐减轻措施
- B. 重新计划剩余工作，并为未完成的任务和完成日期重新制定进度计划
- C. 将该事项升级上报给项目发起人和职能经理
- D. 与相关方开会以审查各种应急方案，然后推荐适当的措施

104. 项目经理正在亚洲的八个国家执行一个项目，交付一个新的银行体系，项目经理应

该关注什么？

- A.集中办公
- B.团队沟通
- C.文化多样化
- D.资源日历

105.项目经理领导一支经验丰富的团队，该团队由职能员工和顾问组成，为一项成功产品推出促销版本，为了独特的全国性活动，该产品版本必须及时推出。制定风险管理计划时，项目经理应该怎么做？

- A.采用与风险共存方法来处理项目风险，因为这种产品版本将是短暂性的。
- B.执行预期货币价值（EMV）分析，确定成功概率。
- C.使用初始产品发布中的风险核对单。
- D.与团队一起头脑风暴识别风险。

106.一个更换关键应用程序的项目将影响多个内部和外部服务。在规划过程中，拥有这些服务的项目相关方未能承诺履行约定活动。项目经理应该如何改进项目相关方的参与程度？

- A.用谈判和沟通。
- B.将这种情况上报给指导委员会。
- C.准备一份概率和影响矩阵。
- D.将这种情况记录在问题日志中。

107. A company's legal department requests a change that will affect the schedule baseline. However, the sponsor does not think this change is necessary and wants to keep the launch date.

What should the project manager do?

- A. Approve the change, and apply schedule optimization techniques to keep the same launch date
- B. Reject the change, as the project sponsor does not think the change is necessary
- C. Analyze all possible implications, and present the change and its impacts to the change control board (CCB)
- D. Ask the contractors about the feasibility of the change, and decide based on their expert opinion

107.一家公司的法律部门请求一项变更，而该变更将会影响到进度基准。但是，发起人

并不认为这项变更是必要的，并希望保持发布日期。项目经理应该怎么做？

- A. 批准该变更，并应用进度优化技术来保持相同发布日期
- B. 拒绝该变更，因为项目发起人并不认为该变更是必要的
- C. 分析所有可能的影响，并向变更控制委员会（CCB）提交变更及其影响
- D. 向承包商咨询该变更的可行性，并根据他们的专家意见作出决定

108. During a presentation of project status information to the steering committee, an executive asks the project manager for an update on how the project is performing relative to its budget. What measure should the project manager report to the executive?

- A. Cost variance (CV)
- B. Cost performance index (CPI)
- C. Actual cost (AC)
- D. Earned value (EV)

108.在向项目指导委员会提交项目状态信息时，一位高管要求项目经理提供项目相对于其预算的执行情况的更新，项目经理应该向该高管报告哪一个测量指标？

- A. 成本偏差（CV）
- B. 成本绩效指数（CPI）
- C. 实际成本（AC）
- D. 挣值（EV）

109. 一家公司希望与供应商签订为期 15 年的合同，项目经理应建议哪种合同类型？

- A. 固定总价合同
- B. 总价加激励费用合同
- C. 工料合同
- D. 总价加经济价格调整合同

110. A global company wants to open a new office to expand its business in a new region. They decide to implement this project using a turnkey contract. What type of risk response strategy is the company using?

- A. Share
- B. Avoid
- C. Transfer
- D. Mitigate

110.一家全球性公司希望开设一个新办事处，在新地区开拓业务，他们决定使用交钥匙

式合同来实施这个项目。这家公司使用的是什么类型的风险反对策略？

- A.分享
- B.规避
- C.转移
- D.减轻

111. A customer rejects a deliverable because it fails to meet the agreed-upon quality specifications. The project team investigates the issue and determines that vendor-provided parts are of fault, but the vendor refused to correct it.

What should the project manager review?

- A. Service level agreement (SLA) established with the vendor
- B. Procurement management plan and contract agreements
- C. Internal quality assurance reports
- D. Resource management plan

111.客户拒绝了一项交付成果，因为它不符合约定的质量规格，项目团队调查该问题，并确定供应商提供的零件有问题，供应商拒绝纠正这种情况。项目经理应该审查什么？

- A.与供应商订立的服务水平协议（SLA）
- B.采购管理计划和合同协议
- C.内部质量保证报告
- D.资源管理计划

112. The functional manager of a key project resource informs the project manager that the resource expressed serious concerns about the project's direction and progress. This information surprises the project manager, as the issue had been expressed in any recent team meetings.

What should the project manager do?

- A. Communicate to the key resource the importance of following the communications management plan to effectively address issues
- B. Make an action item to better understand the resource's concerns, and develop a plan to resolve them
- C. Add the concern to the issue log, and discuss them in the next project team meeting
- D. Meet with the key resource and functional manager to discuss their concerns

112.一个关键项目资源的职能经理通知项目经理，该资源对项目的方向和进度表示严重关切。这个信息让经理感到意外，因为在最近的任何团队会议都没有表达存在这个问题。

项目经理应该怎么做？

- A. 向该关键资源沟通遵循沟通管理计划的重要性，以有效解决问题
- B. 进行一项行动，以更好地了解该资源关切的问题，并制定一份计划来解决这些问题
- C. 在问题日志中添加这些关切的问题，并在下次项目状态会议上讨论这些问题
- D. 与该关键资源和职能经理开会，以讨论他们关切的问题

113. During a project's user acceptance stage, some user's complain that their expectations have been unmet. What should the project manager have done differently?

- A. Considered stakeholder feedback
- B. Conducted risk assessments
- C. Implemented conflict management techniques
- D. Established a professional relationship with the users

113. 在一个项目的用户验收阶段，一些用户抱怨他们的期望未得到满足，项目经理事先应该采取哪一个不同做法？

- A. 考虑相关方的反馈
- B. 执行风险评估
- C. 实施冲突管理技术
- D. 与用户建立一种专业关系

114. A stakeholder requests more frequent and detailed updates on the project's status. The stakeholder also expresses interest in helping with the project. What should the project manager do next?

- A. Send detailed status reports as soon as possible and update the stakeholder register
- B. Include this stakeholder in all detailed project status communications and update the stakeholder's engagement level to supportive
- C. Meet with the team to review the stakeholder register and reassess the roles and reporting requirements
- D. Update the detailed status report for all stakeholders with the same engagement level

114. 一位相关方要求更频繁，更详细地更新项目状态。该相关方也表示有兴趣协助该项目。项目经理下一步该怎么做？

- A. 尽快发送详细的状态报告并更新相关方登记册
- B. 将该相关方包含在所有详细的项目状态沟通中，并将该相关方的参与程度更新为支持
- C. 与团队开会以审查相关方登记册并重新评估角色和报告要求

D.更新具有同样参与程度的所有相关方的详细状态报告

115. A company's competitor launches a new solution to market. The company CEO decided to create a project to evaluate the impact of this new solution and to quickly implement a similar offering to sponsor must address requirements as soon as they become known.

When developing a project charter, what should the project manager recommend to the sponsor?

A. Define in the project charter a multi-phase project to address each new requirements in separate phases

B. Review with key stakeholders the feasibility of using an adaptive approach for this project.

C. Develop a project charter that only identifies, specifies, and prioritizes requirements, and then implement these in a subsequent project

D. Use small increments to improve the existing features of the current services based on identified requirements

115.一家公司的竞争对手向市场推出了一种新的解决方案，该公司的首席执行官决定创建一个项目来评估这种解决方案的影响，并快速实施类似的产品来留住现有的客户。有关竞争对手新解决方案的信息很少，发起人必须在得知这些信息之后尽快满足需求。

在制定一份项目章程时，项目经理应该向发起人建议什么？

A.在项目章程中定义一个多阶段项目，分阶段处理每个新需求

B.与关键相关方一起审查在该项目中使用适应性方法的可行性

C.制定一份项目的章程，仅识别、列明各种需求并对需求进行优先级排序，然后在后续项目中实施这些需求

D.根据识别到的需求使用小增量来改进当前服务的现有功能

116.为了扩大客户群，一家公司考虑设立海外分支机构。项目发起人希望得到这项投资的论证。项目经理应该怎么做？

A.与项目干系人开会

B.制定商业论证

C.进行成本效益分析

D.起草项目管理计划

117.在项目执行阶段，由于缺乏承诺、对结果和责任漠不关心，团队成员之间发生冲突。成本绩效指数（CPI）开始下降。项目经理应该怎么做？

A.鼓励建设性讨论，与团队开会，解决项目目标的合理性，并定期开展团队绩效评估。



- B.将这种情况上报给指导委员会。
- C.鼓励建设性讨论，在问题日志中添加该冲突，并记录纠正措施。
- D.与管理层和同事讨论该问题，并更新经验教训。

118. A project manager is working on a project related to IT system development. A team member responsible for installing a server asks the project manager if it is acceptable to order a server with a faster processor than planned. The server is from the same manufacturer and costs approximately the same. Subject matter experts (SMEs) analyzed and determined corrective actions and change management procedures were followed.

What should the project manager do next?

- A. Update the issue log, change request, and work performance data.
- B. Approve the change request, update the project management plan, and assess the enterprise environmental factors.
- C. Update the project documents, project management plan, and work performance reports.
- D. Communicate with the stakeholders, update the change log, and execute the change.

118.项目经理正在开展与 IT 系统开发相关的项目。负责安装服务器的一位团队成员询问项目经理是否可以订购具有比原计划更快处理器的服务器。这款服务器来自同一制造商，成本大致相同。主题专家（SME）分析并确定已遵循纠正措施和变更管理程序。项目经理下一步应该怎么做？

- A.更新问题日志，变更请求和工作绩效数据
- B.批准变更请求，更新项目管理计划并评估事业环境因素
- C.更新项目文件、项目管理计划和工作绩效报告
- D.与相关方沟通、更新变更日志并执行变更

119. A senior project manager is guiding a new project manager in finalizing project activities. What should the senior project manager list as the sky benefits of documenting final project activities?

- A. Provide case studies and customer references
- B. Allows final product delivery and quality analysis
- C. Provide lessons learned and historical information
- D. Allows submission of invoices and receipt of final payment from the customer

119.一位高级项目经理正在指导新项目经理终结项目活动。记录最终项目活动时，高级项目经理应该将什么列为关键效益？

- A.提供案例研究和客户参考

B.允许最终产品交付和质量分析

C.提供经验教训和历史信息

D.允许提供发票并从客户处收到最终付款

120. A new functionality is approved for a software development project. Three weeks after approval a team member realizes that the development of this new functionality is already over budget.

What should the project manager do next?

A. Accept the budget overrun because it is already approved.

B. Stop the development of the new functionality.

C. Submit a change request.

D. Update the cost baseline.

120. 一项新功能被批准用于软件开发项目。在该功能获得批准三周后，一位团队成员得知这项新功能的开发已经超出预算。项目经理下一步应该怎么做？

A. 接受预算超支，因为该功能已获得批准

B. 停止开发新功能

C. 提交变更请求

D. 更新成本基准

121. The project manager, team members, and several stakeholders participated in a risk workshop. A risk report was produced and delivered according to the risk management plan.

What analysis must now be performed to prioritize individual project risks?

A. Quantitative risk

B. Root cause

C. Variance

D. Qualitative risk

121. 项目经理、团队成员以及若干相关方共同参与一次风险研讨会。已经根据风险管理计划生成并提供一份风险报告。若要为各个项目风险进行优先级排序，现在必须执行哪一项分析？

A. 定量风险分析

B. 根本原因分析

C. 偏差分析

D. 定性风险分析

122. A project team successfully achieved a key milestone. To do this, the team met critical technical requirements on a new process, and then used the process to develop the first of several similar deliverables.

What should the project manager do next?

- A. Conduct performance appraisals
- B. Transition the project to the operations team.
- C. Document lessons learned
- D. Ensure final costs are recorded

122. 一个项目团队成功实现了一个关键里程碑。为此，团队满足了一个新工艺的关键技术需求，然后使用该工艺开发了几个类似可交付成果的第一个。项目经理下一步应该怎么做？

- A. 开展绩效评估
- B. 将该项目移交给运营团队
- C. 记录经验教训
- D. 确保已记录最终成本

123. A project manager wants to procure some customized products that are available in identical grade and quality from multiple vendors. What should be included in the procurement package to ensure that their offers will be comparable?

- A. A cost estimate of the customized products.
- B. A statement of work (SOW) specifying the required attributes and metrics of requested products
- C. The approved project scope statement, work breakdown structure (WBS), and WBS dictionary
- D. The risk management plan, and reports from risk management reviews

123. 项目经理想要采购一些定制产品，且可以从多个供应商处获得相同等级和质量定制产品。若要确保他们的报价具有可比性，采购包中应包含哪些内容？

- A. 定制产品的成本估算
- B. 详细说明所需产品必须属性和测量指标的工作说明书（SOW）
- C. 经批准的项目范围说明书，工作分解结构（WBS）和 WBS 词典
- D. 风险管理计划以及风险管理审查报告

124. While identifying risks on a new project, the project team considers the following:

- An unusual natural disaster might hit the building and cause it to fall.

·The primary existing database storing all the project's technical data is outdated and might fail.

What should the project manager do?

- A. Request the project to be transferred to a team in another geographical area.
- B. Advise the project to be canceled.
- C. Add the risks to the risk register.
- D. Inform the sponsor that the probability and impact are very low for both risks.

124.在识别一个新项目的风险时，项目团队考虑到以下内容：

- 一次罕见的自然灾害可能会撞击建筑物并导致建筑物倒塌。
- 存储所有项目技术数据的主要现有数据库已过时，并可能会失效。

项目经理应该怎么做？

- A.请求将项目转移给另一个地理区域的团队。
- B.建议取消该项目。
- C.将该风险添加进风险登记册。
- D.通知发起人这两种风险的概率和影响都非常低。

125.一些项目团队成员质疑项目的有效性，因为可能不能获得项目发起人的支持。若要确保项目成员理解并支持项目，项目经理应该怎么做？

- A.请管理层向那些担心的人士解释。
- B.启动项目，但寻求项目发起人的快速批准。
- C.获得项目管理计划的批准。
- D.与团队成员开会，解决他们担心的问题。

126. The project sponsor states that to ensure project success, the customer must be made aware of possible delays and issues. To achieve this, the customer wants their technical team to communicate directly with the project's technical team.

What document should the project manager review to ensure that this request is addressed?

- A. Communications management plan
- B. Requirement traceability matrix
- C. Responsible, accountable, consult, and inform (RAXI) matrix
- D. Project charter

126.项目发起人指出，为确保项目成功，必须让客户意识到可能存在的延误和问题。为此，客户希望他们的技术团队直接与项目的技术团队进行沟通。若要确保这项请求得以

解决，项目经理应该审查哪一份文件？

- A.沟通管理计划
- B.需求跟踪矩阵
- C.执行、负责、咨询和知情（RACI）矩阵
- D.项目章程

127. As the result of a promotion, a new stakeholder is added to a project. The stakeholder has a good sense of the operational responsibilities of their new role, but has no training related to this role on project.

What should the project manager do?

- A. Meet with the new stakeholder to review relevant project documents and collect background information, then update the stakeholder register.
- B. Ask the new stakeholder for written confirmation of their understanding of the new role, then update the project charter.
- C. Update the project governance plan to add the new stakeholder and include a description of the associated responsibilities to reflect this change.
- D. Revise the work breakdown structure (WBS) to include the associated deliverables of the new stakeholder.

127.由于升职，一位新相关方加入到一个项目中。该相关方对其新角色的操作责任有良好的认识，但未接受过与该项目角色相关的培训。项目经理应该怎么做？

- A.与新相关方开会，审查相关项目文件并收集背景信息，然后更新相关方登记册。
- B.请新相关方书面确认他们对新角色的理解，然后更新项目章程。
- C.更新项目治理计划以添加这位新相关方，并包含相关责任的描述以反映这项变更。
- D.修订工作分解结构（WBS），以包含这位新相关方的相关可交付成果。

128. A project manager has prepared the project schedule for a new project. According to the project manager's experience, the project will take two years to complete. However, the company director requests that project is completed in 18 months.

What should the project manager do?

- A. Revise the project schedule based on the director's request.
- B. Use resource levelling to even out project team member's tasks.
- C. Reduce the project scope to meet the revised project schedule.
- D. Keep the project schedule unchanged, but show the impact this change would have on other constraints.

128. 项目经理正在为一个新项目制定项目进度计划，根据项目经理的经验，该项目需要两年才能完成。然而，公司总监要求该项目在 18 个月内完成。项目经理应该怎么做？

- A. 根据总监的要求修订项目进度计划。
- B. 使用资源平衡，来平均项目团队成员的任务。
- C. 减少项目范围以满足修订的项目进度计划。
- D. 保持项目进度计划不变，但显示这种变更对其能制约因素的影响。

129. A project manager identifies and registers multiple risk, and then drafts a risk response plan for the project. However, due to funding constraints and the sponsor's unwillingness to create a budget for uncertain activities, the risk response plan is not approved. What should the project manager do?

- A. Escalate the issue to senior stakeholders.
- B. Request approval of a risk response plan that addresses the high-priority risks.
- C. Review the organizational process assets regarding budget utilization from other projects.
- D. Accept the sponsor's decision, and continue with project.

129. 项目经理识别并登记多个风险，然后为项目起草一份风险应对计划。然而，由于资金限制以及发起人不愿意为不确定的活动创建预算，风险应对计划未获批准。项目经理应该怎么做？

- A. 将该问题升级上报给高级相关方。
- B. 请求批准风险应对计划，以解决高优先级风险。
- C. 将其他项目的预算利用情况审查组织过程资产。
- D. 接受发起人的决定，并继续执行项目。

130. The client agreed to the final product during user testing, but is now having second thoughts.

What should the project manager consult to resolve this issue?

- A. Acceptance criteria
- B. Quality management plan
- C. Requirements documentation
- D. Project charter

130. 客户在用户测试期间同意最终产品，但现在却有另一种想法。若要解决这个问题，项目经理应该查阅哪一份文件？

- A. 验收标准

B.质量管理计划

C.需求文件

D.项目章程

131. A project manager is developing the stakeholder engagement plan and identifies a stakeholder with a high level of power and a low level of interest in the project. How should the project manager deal with this stakeholder?

A. Manage closely

B. Keep informed

C. Monitor

D. Keep satisfied

131.项目经理正在制定相关方参与计划，并识别到一位权力等级较高但在项目中兴趣较低的相关方，项目经理应该如何对待该相关方？

A.重点管理

B.随时告知

C.监督

D.令其满意

132.项目经理识别到项目相关方具有明显不同的需求和期望。为确保项目成功，项目经理应该怎么做？

A.应用推进技术

B.创建权力/影响方格

C.执行风险分析

D.定义角色和职责

133. During project execution, some tasks are taking longer than expected. There is some divisiveness among team members, and the sponsor is demanding quick action to resolve the issue.

What should the project manager do?

A. Develop a team charter.

B. Review the team charter with the team.

C. Meet with human resource department and the team to discuss the issue.

D. Implement the conflict engagement process.

133.在项目执行期间，某些任务所花的时间比预期长，团队成员之间存在一些分歧，并



且发起人要求迅速采取行动来解决这个问题。项目经理应该怎么做？

- A. 制定团队章程。
- B. 与团队一起审查团队章程。
- C. 与人力资源部门和团队一起开会讨论这个问题。
- D. 实施冲突管理过程。

134. A team member is eager to add new features being considered by the customer to the project deliverable. Before beginning work on these new features, whose approval is required?

- A. Project manager
- B. Change control board (CCB)
- C. Project sponsor
- D. Subject matter expert (SME)

134. 一位团队成员急于将客户正在考虑的新功能添加到项目可交付成果中。在开始为这些新功能工作之前，需要谁的批准？

- A. 项目经理
- B. 变更控制委员会（CCB）
- C. 项目发起人
- D. 主题专家（SME）

135. Midway through a US\$1 million project, the project manager conducts an earned value analysis (EVA). The analysis shows a planned value (PV) of US\$623,000, an earned value (EV) of US\$523,000, and an actual cost (AC) of US\$643,000. Based on these numbers, what is the project's cost variance (CV) and schedule variance (SV)?

- A.  $CV = +US\$120,000$ , and  $SV = +US\$100,000$
- B.  $CV = +US\$100,000$ , and  $SV = +US\$120,000$
- C.  $CV = -US\$100,000$ , and  $SV = -US\$120,000$
- D.  $CV = -US\$120,000$ , and  $SV = -US\$100,000$

135. 在一个价值 100 万美元的项目中途，项目经理进行挣值分析（EVA），分析显示计划价值（PV）为 623,000 美元，挣值（EV）为 523,000 美元，实际成本（AC）为 643,000 美元。根据这些数字，项目的成本偏差（CV）和进度偏差（SV）分别是多少？

- A.  $CV = +120.000$  美元， $SV = +100,000$  美元
- B.  $CV = +100.000$  美元， $SV = +120,000$  美元

C.CV=-100.000 美元, SV=-120, 000 美元

D.CV=-120.000 美元, SV=-100, 000 美元

136. During a project's execution phase, some resource are not available as planned. What should the project manager do?

- A. Escalate the issue to the project sponsor.
- B. Submit a change request.
- C. Implement the risk response plan.
- D. Negotiate with other project managers.

136.在一个项目的执行阶段,一些资源不能按照计划可用,项目经理应该怎么做?

- A.将该问题上报给项目发起人。
- B.提交变更请求。
- C.实施风险应对计划。
- D.与其他项目经理进行谈判。

137.项目经理发现由于一名资源过度承诺而导致一些任务未完成。项目经理意识到如果使用其他资源,将不影响到关键路径。项目经理应该使用什么来满足进度计划?

- A.假设情景分析
- B.资源平衡
- C.快速跟进
- D.资源平滑

138.项目发起人通知项目经理,最关键的项目标准是按时交付产品,客户对资源可用性没有时间限制,哪个行动会减少时间表,但会增加风险?

- A.添加团队成员
- B.并行执行活动
- C.外包项目执行
- D.聘请高薪专家

139. A project manager is ready to close a project. What should the project manager do next?

- A. Manage quality to validate that the deliverables have met standards.
- B. Measure the project deliverables against the project charter and request customer acceptance.
- C. Resolve all project risks to ensure that the deliverables will be accepted.
- D. Review the project management plan to ensure the scope's completion and request

customer acceptance.

139. 项目经理已经准备好结束一个项目，项目经理下一步应该怎么做？

- A. 管理质量来确认可交付成果是否符合标准。
- B. 根据项目章程衡量项目可交付成果，并请求客户验收。
- C. 解决所有项目风险，以确保可交付成果将被验收。
- D. 审查项目管理计划，以确保完成范围并请求客户验收。

140. A project manager for a successfully completed project needs to collect feedback from a large number of geographically dispersed stakeholders. What communication method should the project manager use to collect this feedback?

- A. Pull
- B. Push
- C. Effective
- D. Interactive

140. 项目经理成功完成一个项目，需要收集在地理位置上分散的大量相关方的反馈意见。项目经理应该用什么沟通方法来收集反馈意见？

- A. 拉式沟通
- B. 推式沟通
- C. 有效沟通
- D. 互动沟通

141. 在新项目的相关方会议中，项目经理发现一名干系人对项目有抵触。项目经理记录这个问题，并对该相关方的参与程度评级。项目经理使用了哪项工具或技术来为相关方的参与程度评级？

- A. 相关方参与评估矩阵
- B. 风险概率和影响评估
- C. 人际关系技巧
- D. 专家判断

142. Due to issue with the quality process, a project is significantly behind schedule. Project stakeholders insist that the project manager take any action necessary to meet the original timeline.

What should the project manager do next?

- A. Negotiate the quality standards with the stakeholders and update the quality management

plan.

- B. Reprioritize the customer's list of requirements and adjust the project scope.
- C. Document all issues in the risk's register and accept the quality process.
- D. Review quality checklists to determine the root causes and implement the required changes.

142. 由于质量过程的问题，一个项目明显落后于进度计划。项目相关方坚持要求项目经理采取任何必要的行动来满足初始时间表。

项目经理下一步应该怎么做？

- A. 与相关方谈判质量标准并更新质量管理计划。
- B. 重新确定客户的需求清单优先级并调整项目范围。
- C. 在风险登记册中记录所有问题并接受质量过程。
- D. 审查质量核对单以确定根本原因并实施所需的变更。

143. During a project status review meeting, it becomes apparent that overall project performance fails short of expected project objectives and that some key deliverables fail to meet customer requirements. What should the project manager do?

- A. Update the scope management plan and perform an alternative analysis.
- B. Use the Delphi technique and perform an alternative analysis.
- C. Conduct a trend analysis and update the quality management plan.
- D. Perform root cause and alternatives analysis.

143. 在项目状态审查会议期间，显而易见的是，整体项目绩效低于预期的项目目标，并且一些关键的可交付成果未能满足客户的需求。项目经理应该怎么做？

- A. 更新范围管理计划并执行备选方案分析。
- B. 使用德尔菲技术并执行备选方案分析。
- C. 执行趋势分析并更新质量管理计划。
- D. 执行根本原因和备选方案分析。

144. 项目经理了解到项目进度的绩效指数（SPI）为 0.77。项目经理应该怎么做？

- A. 更新成本基准
- B. 更新进度基准
- C. 分析关键路径上的绩效
- D. 分析项目管理计划

145. After sponsor approval of a project, the project manager invites the sponsor, selected

team members, and other stakeholders to a meeting. The major purpose of the meeting is to develop a document that will guide the team in defining the primary project deliverables. What will be the final output of this meeting?

- A. Milestone list
- B. Work breakdown structure (WBS) dictionary
- C. Scope management plan
- D. Requirements management plan

145.在发起人批准项目后，项目经理邀请发起人、选定的团队成员和其他相关方出席一次会议。会议的主要目的是制定一份文件，该文件将指导团队确定主要项目可交付成果。这次会议的最终输出是什么？

- A.里程碑清单
- B.工作分解结构（WBS）字典
- C.范围管理计划
- D.需求管理计划

146. A project to standardize the development of a human resource module across four countries has been initiated. Each country has different processes for human resources management. The non-commitment of stakeholders from two of the countries forced the project manager to create a project plan without their input. Therefore, the project manager created a project plan using a standard approach based on two of the countries' current processes, and sent it for approval to all four country stakeholders. There approvals have been received so far. What should the project manager do next?

- A. Begin project execution, as not all stakeholder input is required for the project plan.
- B. Start the project, as the majority of the stakeholders have approved the plan.
- C. Wait until all project stakeholders have contributed to, and approved, the project plan, and then begin project execution.
- D. Wait for input from all stakeholders, and then since the majority have approved it, begin project execution.

146.一个项目已经启动，该项目拟标准化四个国家的人力资源模块开发。每个国家都有不同的人力资源管理流程。其中两个国家与相关方，没有提供任何意见，迫使项目经理在没有他们的意见下制定项目计划，并将其发送给四个国家的所有相关方进行批准。到目前为止已经收到三份批准。

项目经理下一步应该怎么做？

- A.开始项目执行，因为项目计划不需要所有相关方的意见。
- B.开始项目，因为大多数相关方已经批准了这项计划。
- C.等到所有项目相关方都参与并批准项目计划，然后开始项目执行。
- D.等待所有相关方的意见，然后由于大多数相关方已经批准，先开始项目执行。

147. During the first eight months of a two-year project to build a new highway, the project fails behind schedule due to a lack of machinery. To what enterprise environment factor can this be attributed?

- A. Organizational structure
- B. Infrastructure
- C. Stakeholder risk threshold
- D. Sustainability

147.在一个为期两年的新高速公路建设项目的前八个月中，由于缺乏一种机械，项目落后于进度计划。这属于哪一种事业环境因素？

- A.组织结构
- B.基础设施
- C.相关方风险界值
- D.可持续性

148. A merger and acquisition project between two companies is in the initiation phase, and it is clear that this project will impact both organizations. On what should the sponsor focus to ensure project success?

- A. Clear definition of project objectives, priorities, and strategy
- B. Budget
- C. Communications management plan
- D. Change management plan

148.两家公司之间的并购项目正处于启动阶段，显然这个项目对这两个组织产生影响。若要确保项目成功，发起人应关注下列哪一项？

- A.明确定义项目目标，优先事项和战略
- B.预算
- C.沟通管理计划
- D.变更管理计划

149.项目经理正在管理价值 300 万美元、涉及两个供应商的项目。项目经理为每名供应

商创建了一份工作说明书（SOW）。下列哪一项需要 SOW 的信息？

- A. 风险管理计划
- B. 合同
- C. 采购管理计划
- D. 供应商范围说明书

150. A project manager is working on a project to launch a new service. The project manager realizes that the technical department does not feel confident about operating the service the training they have been given.

What should the project manager do first?

- A. Complete a change control requirement and include the lessons learned
- B. Advise the team to review the acceptance criteria with the assigned stakeholders
- C. Transfer the deliverables to another team who feels more confident in operating the service
- D. Stop the project to verify that the operators feel comfortable with the training received

150. 项目经理负责管理一个项目，该项目旨在推出一项新服务，项目经理得知，技术部门对于使用已提供的培训来操作这项服务感到不自信。项目经理首先应该怎么做？

- A. 完成一项变更控制要求并将该问题纳入经验教训中
- B. 建议团队与指定的相关方一起审查验收标准
- C. 将可交付成果转移给对操作这项服务更有信心的另一团队
- D. 停止项目以确认操作员对接受的培训感到满意

151. How can the project manager of a global, multi-disciplinary project ensure that the change control process is used across all disciplines?

- A. Perform an impact analysis to take all project disciplines into consideration
- B. Ensure that the change control board (CCB) has representation from all disciplines
- C. Invite all disciplines to the CCB meetings but only capture input from the disciplines who attend
- D. Control all change requests on behalf of other disciplines

151. 一个全球多学科项目的项目经理如何才能确保在所有学科中使用变更控制过程？

- A. 执行影响分析以考虑所有项目学科
- B. 确保变更控制委员会（CCB）有来自所有学科的代表
- C. 邀请所有学科参加变更控制系统委员会会议，但仅从所参加的学科收集意见
- D. 代表其他学科控制所有变更请求



152. Midway through a project, a key project team member requests two months leave for personal matters. What should the project manager do first?

- A. Ask this key team member if the leave can be postponed
- B. Negotiate with the functional manager for a replacement
- C. Evaluate the impact on the project
- D. Review the resource management plan

152. 在一个项目中，一位关键项目团队成员因私事请假两个月，项目经理首先应该怎么做？

- A. 询问这位关键团队成员是否可以推迟请假
- B. 与职能经理协商替换一名团队成员
- C. 评估对项目的影响
- D. 审查志愿管理计划

153. During project initiation, the project management performed a cost-benefit analysis that resulted in 0.6. What should the project manager do first?

- A. Consult experts, look for options, and re-perform the analysis
- B. Review the results with the project sponsor to confirm the project's feasibility
- C. Examine response to determine if the project should start or be rejected
- D. Consult with stakeholders about project approval

153. 在项目启动期间，项目经理进行了成本效益分析，结果为 0.6，项目经理下一步应该怎么做？

- A. 咨询专家，寻找选择方案，并重新执行分析
- B. 与项目发起人一起审查结果，以确认项目的可行性
- C. 审查报告以确定是应该开始项目还是拒绝项目
- D. 咨询相关方关于项目的批准情况

154. 项目经理正在管理一项创建新项目管理办公室（PMO）的计划，必须创建一种方法来管理项目组合、项目群和项目。项目经理应该使用哪一项来管理期望？

- A. 相关方分析
- B. 专家判断
- C. 沟通技能
- D. 团队会议

155. An organization unit of a multinational corporation has a very large backlog of product

enhancements described as user stories on hold. The pending budget was approved last week.

What should the newly assigned project manager do as part of initial procedures?

- A. Document the project life cycle and methodology requirements
- B. Prepare a schedule for all user stories
- C. Perform a risk assessment of all user stories
- D. Assign resource based on previous projects for the same product

155. 一家跨国公司的组织单位有大量的产品增强功能待办事项，这些产品增强功能是暂时保留的用户故事。待批准的预算申请在上周获得批准。作为启动程序的一部分，新分配的项目经理应该做什么？

- A. 记录项目生命周期和方法讨论需求
- B. 为所有用户故事制定一份进度计划
- C. 对所有用户故事执行风险评估
- D. 根据以前相同产品的项目分配资源

156. 项目经理需要身处不同国家的两位副总裁提供意见。应该使用哪种沟通方法？

- A. 推式沟通
- B. 拉式沟通
- C. 选择式沟通
- D. 交互式沟通

157. An important change is requested at the end of a project. While this change is needed to solve an urgent issue that could affect business continuity. It will extend the schedule and increase the cost.

What should the project manager do next?

- A. Reject the change
- B. Create a change request
- C. Implement the change
- D. Communicate the impact on the budget and schedule

157. 在项目结束时要求进行一项重要变更，虽然需要进行这项变更来解决可能影响业务连续性的紧急问题，但会延长进度计划并增加成本。项目经理下一步应该怎么做？

- A. 拒绝该变更
- B. 提交变更请求
- C. 实施该变更

D.沟通对预算和进度的影响

158. A large project contains many phases that will be performed by subcontractors. Individual team members are each responsible for one phase.

What should the project manager use to enforce the quality management plan?

- A. Quality metrics
- B. Quality audits
- C. Root cause analysis
- D. Cause-and-effect analysis

158.一个大型项目包含将由分包商执行的许多阶段。团队成员各自负责一个阶段。

项目经理应该使用什么来执行质量管理计划？

- A.质量测量指标
- B.质量审计
- C.根本原因分析
- D.因果分析

159. A project manager identifies scheduling priority conflicts among local and virtual team members. The project manager schedules a conference call to manage this conflict.

What conflict resolution technique did the project manager user?

- A. Smooth/accommodate
- B. Collaborate/problem solve
- C. Force/direct
- D. Compromise/reconcile

159.项目经理识别到本地和虚拟团队成员之间的进度优先级存在冲突，项目经理安排了一次电话会议来管理这个冲突。项目经理使用的是哪种冲突解决技巧？

- A.缓和/包容
- B.合作/解决问题
- C.强迫/命令
- D.妥协/调解

160. A project sponsor reviews the project and questions some of the project risks. The sponsor asks the project manager to analyze the effect of these risks on overall project objectives.

What should the project manager conduct?

- A. Quantitative and qualitative risk analyses

B. Assumption and constraint analysis

C. Strengths, weakness, opportunity, and threats (SWOT) analysis

D. Checklist analysis

160.项目发起人对项目进行审查并对一些项目风险提出质疑，项目发起人要求项目经理分析这些风险对项目总体目标的影响。项目经理应该执行下列哪一项？

A.定量和定性风险分析

B.假设条件和制约因素分析

C.优势、劣势、机会与威胁（SWOT）分析

D.核对单分析

161. Management assign an international project to a new project manager. This is the first time the project manager has worked with an international team. Team members reside in two countries and are equally distributed. One team comprises of members who are most comfortable working as individuals, while the other team comprises of members who are most comfortable working as a group. What should the project manager do?

A. Update the risk register.

B. Require the team to work in the same style for the duration of the project

C. Revise the communications management plan

D. Set up a virtual collaboration tool the team to check-in each day

161.管理层将一个国际项目分配给一位新项目经理。这是该项目经理第一次与团队合作，团队成员位于两个国家，数量平均分布，一个团队由最合适作为个人工作的成员组成，另一个团队由最适合作为团队工作的成员组成。项目经理该怎么做？

A.更新风险登记册

B.要求团队在项目期间以相同的风格工作

C.修订沟通管理计划

D.为团队设置一个虚拟协作工作，以便每天签到

162.一个项目团队成员已经延迟两次交付一个工作包，其职能经理已经通知项目经理，该团队成员资历较新，需要时间学习。项目经理应该怎么做？

A.要求职能经理替换该团队成员

B.与该团队成员私下讨论该问题

C.向该团队成员提供培训

D.在团队会议上讨论该问题

163. A new team member joined the team one month ago and received the required training defined in the resource management plan. This new team member has been unable to complete assigned tasks on time, which affects team performance. What should the project manager do next?

- A. Identify the additional training required and update the resource management plan
- B. Escalate the issue to management, ask to move the team member to another project and find a more experienced resource as a replacement
- C. Speak with the team member about the issue, and agree on an action plan with measurable corrective actions
- D. Address the training need with the team member at their next scheduled performance appraisal

163.一位新团队成员在一个月前加入团队，并接受了资源管理计划中规定的必要培训，这位新团队成员无法按时完成分配的任务，从而影响到团队绩效。项目经理下一项应该怎么做？

- A.识别所需的额外培训并更新资源管理计划
- B.将问题升级上报给管理层，要求将该团队成员调到另一个项目，并找到一位经验更丰富的资源作为替代
- C.与该团队成员讨论这个问题，并一致达成一项具有可测量纠正措施的行动计划
- D.在下一次计划的绩效评估中解决该团队成员的培训需求。

164. A bank is executing a project to deploy new software throughout the organization. After completing the first phase of the project, the project manager calls a meeting with functional managers from all departments to review project issue and capture lessons learned.

What should the project manager use during the meeting to examine project issues and analyze lessons and learned?

- A. Brainstorming
- B. Cause-and-effect analysis
- C. Expert judgment
- D. Scatter diagrams

164.一家银行正在执行一个项目，在整个组织中部署新软件。在完成项目的第一阶段后，项目经理召集所有部门的职能经理召开会议，以审查项目问题并收集经验教训。

项目经理应该在会议期间使用什么来检查项目问题并分析经验教训？

- A.头脑风暴

B.因果分析

C.专家判断

D.散点图

165. A project stakeholder requires a change to an approved product design. To accommodate the change, minor efforts are required of programmers. There is a risk, however, that another stakeholder will not agree to this.

What should the project manager do?

A. Implement the change as there is no significant financial impact

B. Create a change request in accordance with the change management plan

C. Request approval from the project sponsor

D. Negotiate the acceptance of the change with relevant stakeholders

165.某位项目相关方要求对已批准的产品设计进行变更，程序员仅需少量工作就可进行这项变更。但是存在一个风险，即另一位相关方将不同意这项变更。项目经理应该怎么做？

A.由于不存在重大的财务影响，因此实施这项变更

B.根据变更管理计划创建一份变更请求

C.请求项目发起人的批准

D.与相关方谈判接受这项变更

166. The project sponsor appoints a senior engineer to the steering committee to help oversee the project management plan. The engineer often disagree with the plans produced by the project team, and expresses critical concerns about the project management plan before it is submitted for approval.

What should the project manager do?

A. Inform the project sponsor that the engineer is delaying the planning process

B. Review the project plan with the steering committee, and address any concerns that are raised by the engineer

C. Conduct a private meeting with the engineer to understand and address their concerns

D. Submit the project management plan, and address the engineer's concerns at a better time by following change management procedures

166.项目发起人任命一位高级工程师到指导委员会，来帮助监督项目管理计划。该工程师经常不同意由项目团队制定的计划，并在提交批准之前对项目管理计划表达严重关切。项目经理应该怎么做？

- A.通知项目发起人，该工程师延迟了规划过程
- B.与指导委员会一起审查项目计划，并解决该工程师提出的任何问题
- C.与工程师进行私下会议，了解并解决他关切的问题
- D.提交项目管理计划，并在以后通过遵循变更管理程序解决该工程师的关切问题

167. A project feasibility study determined what product should be created. Now, a change request has been approved to develop another product that contradicts the original requirements. Data analysis was conducted before the change request was approved. What should the project manager do?

- A. Implement the change request
- B. Reject the change request
- C. Request a detailed report of the data analysis
- D. Request a feasibility study of the new product

167.项目可行性研究确定了应该创建什么产品。现在，开发与原始需求冲突的另一种产品的一项变更请求，已经获得批准，在变更请求获得批准前已进行数据分析。项目经理应该怎么做？

- A.实施该变更请求
- B.拒绝该变更请求
- C.请求详细的数据分析报告
- D.请求新产品的可行性研究

168. An organization executed an email migration project. While the email migration was successful, user address book information was incorrectly migrated, which impacts the organization's internal communications.

What should the project manager do?

- A. Explain the situation to all stakeholders, and agree on next steps
- B. Determine the root cause of the migration error
- C. Ask the sponsor's approval to extend the project
- D. Seek the sponsor's approval to extend the project

168.一家组织执行了电子邮件迁移项目，虽然电子邮件迁移成功，但用户地址簿信息的迁移却不正确，这会影响到该组织的内部沟通。项目经理应该怎么做？

- A.向所有相关方解释这种情况，然后就后续步骤达成一致
- B.确定迁移错误的根本原因
- C.要求项目团队提出纠正措施



D.请求发起人批准延长项目时间

169. Due to an unusually high number of stakeholders for a construction project, several functional requests are being drafted during the initial planning phase. On what should the project manager focus?

- A. Requirements management plan
- B. Change management plan
- C. Organizational process assets
- D. Resource management plan

169.由于一个施工项目的相关方数量异常之多,因此在初始规划阶段起草若干职能要求,项目经理应该关注什么方法?

- A.需求管理计划
- B.变更管理计划
- C.组织过程资产
- D.资源管理计划

170. A team member notifies the project manager that an important component has been delayed by a vendor. Because of the potential impact, the team member wants the project manager's permission to inform the sponsor directly and to generate an alert related to the situation. To what plan should the project manager refer?

- A. Procurement management
- B. Communications management
- C. Stakeholder's engagement
- D. Risk management

170.一位团队成员通知项目经理,供应商延迟交付一个重要部件,由于潜在的影响,该团队成员希望项目经理允许直接通知发起人并生成与这种情况相关的警报。项目经理应该查阅哪一份计划?

- A.采购管理计划
- B.沟通管理计划
- C.相关方参与计划
- D.风险管理计划

171. A project manager joins a new multi-million-dollar project that requires deliverables from various departments to successfully implement. What should the project manager do first to successfully implement the project?

A. Visit the client to ensure that all communication channels have identified for key client stakeholders

B. Perform a stakeholder analysis and conduct detailed requirements sessions

C. Immediately identify the best resource to work on the project

D. Contract with an outside vendor who has already successfully delivered to the client

171. 项目经理加入一个新的价值数百万美元的项目，要求成功实施来自各部门的可交付成果。若要成功实施该项目。项目经理首先应该怎么做？

A. 拜访客户以确保已为关键客户相关方识别到所有沟通渠道

B. 执行相关方分析并进行详细的需求会议

C. 立即识别在该项目上工作的最佳资源

D. 与已经成功向客户交付的外部供应商签订合同

172. A risk was realized on site for a project. This risk was recorded in the risk register. The investigation team concludes that the risk could have been prevented if proper risk management had been performed.

What should the project manager have done to avoid this?

A. Reviewed lessons learned from previous projects

B. Updated the existing risk management plan

C. Assigned risk owners to the items on the risk register

D. Created risk mitigation action for the identified risks

172. 一个风险在项目现场变成现实，这个风险记录在风险登记册中，调查团队得出结论，如果进行了适当的风险管理，本可以预防这个风险。若要避免这个问题，项目经理应该事先做什么？

A. 审查过往项目的经验教训

B. 更新现有风险管理计划

C. 为风险登记册上的事项指定风险责任人

D. 为已识别到的风险减轻行动

173. A new project manager receives a draft of the project charter. What information will help the project manager participate in the completion of this document?

A. Business case

B. Project schedule

C. Cost baseline

D. Project management information system (PMIS)

173. 一名新项目经理收到一份项目章程草案，哪些信息将帮助项目经理参与完成这份文件？

- A. 商业论证
- B. 项目进度计划
- C. 成本基准
- D. 项目管理系统（PMIS）

174. A project manager holds a meeting with a 15-member team. There are constant interruptions, and little is being accomplished. What should the project manager use to resolve this?

- A. Conflict management
- B. Political awareness
- C. Nonverbal awareness
- D. Active listening

174. 项目经理与一个由 15 人组成的团队召开会议，会议不断发生中断，会议目标几乎没有完成。若要解决这个问题，项目经理应该怎么做？

- A. 冲突管理
- B. 政治意识
- C. 非语言沟通
- D. 积极倾听

175. A new project manager joins a project overseen by a senior project manager. The sponsor asks the new project manager to develop the quality management plan. What should the project manager do?

- A. Consult with the senior project manager for established quality processes and plans, and ask for guidance in selecting the appropriate standards
- B. Meet with the customer to collect requirements
- C. Ask the sponsor for cost-benefits analyses and benchmarking samples
- D. Submit a change request to postpone the development of the quality management plan until quality metrics and quality checklists are created

175. 一位新项目经理加入了由高级项目经理监督的项目，发起人要求新项目经理制定质量管理计划，项目经理应该怎么做？

- A. 向高级项目经理咨询已制定的质量过程和计划，并在选择适当的标准时寻求指导
- B. 与客户开会收集需求

C.要求发起人提供成本效益分析和标杆对照样本

D.提交变更请求推迟了质量管理计划的发展计划直到质量矩阵和质量检查表被创造

176. A project has become too large that the single sponsor is replaced by a steering committee. What should the project manager do to accommodate the new development?

A. Recognize that there is a change in stakeholders structure and tailor communications to this group

B. Continue to work according to the initial plan while recognizing that the project now includes additional stakeholders.

C. Organize a meeting for the team with the new steering committee and continue work on the project

D. Share the current status report with the new committee

176.一个项目的规模已经大到由指导委员会取代单一的项目发起人。项目经理应该怎么做来适应这种新发展?

A.认识到相关方结构发生了变化,并量身定做与这个团队的沟通

B.按照最初的计划继续工作,同时认识到该项目现在包括其他相关方

C.为团队组织一次与新的指导委员会一起召开的会议,继续进行项目工作

D.与新的委员会分享当前的状态报告

177. A project manager completes a major IT development projects. The project manager confirms with the release manager that all systems are working and that functionality has been verified by the quality assurance team.

After informing the customer, what should the project manager do next?

A. Update the organizational knowledge base with the lessons learned

B. Update the risk register, project stakeholders, and project team members

C. Close out the procurement plan

D. Verify and complete the release documentation

177.一个项目经理完成一个主要的 IT 开发项目,项目经理与发布经理确认,所有系统都在工作,并且功能已经完成通过质量保证认证学习。通知客户后,项目经理下一步应该做什么?

A.以学习到的经验为基础更新组织知识库

B.更新风险登记册、项目相关方和项目团队成员

C.完成采购计划

D.验证并完成发布文档

178. An organization has a software application development project underway. Different stakeholder's are involved in different phases of the project.

How should the project manager engage stakeholders throughout the projects?

- A. Use information from stakeholders to develop project requirements
- B. Regularly validate key project decisions with all stakeholders
- C. Involve the stakeholders in the development of the project's business case
- D. Continuously share the projects status reports with all stakeholders

178.一家组织正在开展一个软件应用程序开发项目，有不同的相关方参与到该项目的不同阶段。项目经理应该如何让相关方在整个项目过程中参与？

- A.使用来自相关方的信息来制定项目需求
- B.定期与所有相关方确认关键项目决策
- C.让相关方参与制定项目商业论证
- D.不断与所有相关方分享项目状态报告

179.在一个正在进行的项目中，项目经理发现，职能领导已经向团队传达不同目标。项目经理应该怎么做？

- A.与团队开会，澄清目标。
- B.与职能领导对质并谴责职能领导。
- C.与职能领导开会，澄清目标。
- D.向职能领导及其团队分发更新的沟通管理计划。

180. At the end of an iteration, a team member tells the project manager that a planned task is unfinished because of an issue that appeared days ago but unable to be resolved. What should the project manager do to prevent do to prevent this type of situation in the future?

- A. Discuss the issue during the retrospective
- B. Address the issue in the demo
- C. Discuss the issue during the next iteration planning meeting
- D. Review the issue in the next daily standup meeting

180.在一次迭代结束时，一位团队成员告诉项目经理，由于几天前出现且无法解决的问题，一个计划任务未完成。若要在将来避免这种情况，项目经理应该怎么做？

- A.在回顾总结会议上讨论该问题。
- B.在演示中说明该问题。
- C.在下一次迭代规划会上讨论该问题。

D.在下一次每日站会上审查该问题。

181. A CEO asks the projected manager for a performance report. What should the project manager include in this report?

- A. Percent complete and lessons learned
- B. Current status of issues and an updated stakeholder engagement assessment matrix
- C. Project risks and performance metrics
- D. Work completed and key performance indicators (KPIS)

181.首席执行官要求项目经理提供绩效报告。项目经理应该在这份报告中包含哪些内容？

- A.已完成百分比和经验教训
- B.问题的当前状态以及更新后的相关方参与评估矩阵
- C.项目风险的绩效测量指标
- D.已完成的工作和关键绩效指标（KPIS）

182. Midway through a US\$50,000 project manager conducts an earned value analysis (EVA). There results show that the planned value (PV) is US\$20,000, and the actual cost (AC) is US\$15,000.

Based on these results, what is the project's status?

- A. Behind schedule and over budget
- B. Behind schedule and under budget
- C. Ahead of schedule and under budget
- D. Ahead of schedule and over budget

182.在一个价值 50,000 美元的项目中途，项目经理进行挣值分析（EVA）。结果显示计划价值（PV）为 25,000 美元，挣值（EV）为 20,000 美元，实际成本（AC）为 15,000 美元。根据这些结果，项目的状态是什么？

- A.落后于进度，并超出预算
- B.落后于进度，但低于预算
- C.超前于进度，并低于预算
- D.超前于进度，但超出预算

183. A project manager distributes weekly project updates via email to all project stakeholders, including local and overseas team members. An overseas project team expresses concern that it cannot meet objectives due to misunderstandings about the project's requirements.

- A. Independently speak with the overseas team to clarify the issue.
- B. Document this in the issue log.
- C. Assign another overseas team to help/coach them.
- D. Meet with project stakeholders to discuss the issue.

183. 项目经理通过电子邮件向所有项目相关方（包括本地和海外团队成员）发布每周项目更新，一个海外项目团队担心由于对项目需求的误解而无法实现目标。项目经理应该怎么做？

- A. 单独与该海外团队谈话澄清该问题。
- B. 将该问题记录在问题日志中。
- C. 分配另一个海外团队来帮助/指导他们。
- D. 与所有相关方开会，讨论这个问题。

184. 项目经理接到来自供应商的电话，说由于工厂发生洪水，可交付成果将发生严重延期，项目经理下一步应该怎么做？

- A. 检查协议或采购订单
- B. 更新项目进度计划
- C. 提交一份合同变更请求
- D. 确认工作说明书（SOW）

185. During project execution, a key stakeholder expresses concern about the significant cost of a risk avoidance strategy being implemented by the project manager. What should the project manager tell the stakeholder?

- A. If the risk is realized, the cost of the project could be higher than the cost the risk avoidance strategy.
- B. There is a high probability that the risk will be realized and, therefore, the risk avoidance counts are necessary.
- C. The risk has a high priority and impact on the risk register.
- D. They will terminate the risk avoidance strategy to reduce project expense.

185. 在项目执行过程中，一位关键相关方对项目经理实施一项风险规避策略的大量成本表示担心，项目经理应该告诉相关方什么信息？

- A. 如果这个风险变为现实，则项目成本可能高于风险规避策略的成本。
- B. 这个风险变成现实的概率很高，因此风险规避成本是必要的。
- C. 这个风险在风险登记册中的优先级和影响均较高。



D.他们将终止风险规避策略，以减少项目开支。

186.审查项目的高层级进度计划后，一位高级经理指出，项目经理对项目团队的核心工作时间所做的假设不正确。制定高层级项目进度计划时，项目经理应考虑什么？

- A.风险因素
- B.组织文化
- C.市场条件
- D.地理分布

187. An organization initiates a project to implement a new enterprise resource planning (ERP) system. A third has filed infringement claim against the ERP vendor on a specific module of the system.

What should the project manager do if the third party's infringement claim is successful?

- A. Insist that the ERP vendor procure the rights to the module so that organization can continue to use it.
- B. Ask the ERP vendor to replace the module with a comparable one at no charge.
- C. Insist that the ERP vendor refund the cost of the module including all related implementation expenses.
- D. Cancel the contract.

187.一家组织启动一个项目来实施一个新的企业资源规划（ERP）系统，某一第三方就该系统的某个具体模块对 ERP 供应商提起了侵权索赔。如果该第三方的侵权索赔成功，项目经理应该怎么做？

- A.坚称 ERP 供应商已获得该模块的权利，以便组织可以继续使用该模块。
- B.要求 ERP 供应商将该模块免费更换为同等相当的模块。
- C.坚持让 ERP 供应商退还该模块的成本，包括所有相关的实施费用。
- D.取消合同。

188.公司的首席执行官每半年视察某个项目一次，若要确保与首席执行官的期望保持一致，项目团队应该确认哪一项？

- A.相关方登记册
- B.工作说明书（SOW）
- C.团队沟通模板
- D.项目预测文件

189. While developing the resource management plan, a project manager learns that the skill

needed to complete a critical task is in short supply and high demand. The project manager notes this in the resource management plan.

What other document should be updated to include this issue?

- A. Procurement management plan
- B. Risk management plan
- C. Training manual
- D. Team development process

189.在制定资源管理计划时，一位项目经理得知，完成一项关键任务所需的技能组合供不应求且需求很高。项目经理将这个问题记录在资源管理计划中。若要包含这个问题，应该更新哪一份其他文件？

- A.采购管理计划
- B.风险管理计划
- C.培训手册
- D.团队开发过程

190. During the execution phase of an IT infrastructure project, the IT manager requests a more expensive server than the one that was initially included in the budget. What should the project manager do?

- A. Conduct a risk assessment
- B. Initiate a change request
- C. Validate the request with a scope statement
- D. Approve the request

190.在一个 IT 基础设施设备项目的执行阶段，IT 经理要求提供比预算中最初包含的服务器更昂贵的服务器，项目经理应该怎么做？

- A.执行风险评估
- B.提出变更请求
- C.在范围说明书中核实该请求
- D.批准该请求

191. A project is working hard on deliverables to meet the planned schedule. One team member identifies that scope creep is affecting project costs. What should the project management do?

- A. Perform risk assessment and scope change management procedures
- B. Allow the scope creep and communicate it to the change control board (CCB) for approval

- C. Estimate the impact on the project and communicate the findings to project stakeholders
- D. Investigate why scope creep occurred and immediately initiate change management

191.项目团队正在努力进行可交付成果的工作，以满足计划的进度。一名团队成员发现范围蔓延正在影响项目成本。项目经理应该怎么做？

- A.执行风险评估和范围变更管理程序
- B.允许范围蔓延，并与变更控制委员会（CCB）沟通以获得批准
- C.估算对项目的影响，并将结果传达给项目相关方
- D.调查为什么会发生范围蔓延，并立即启动变更管理程序

192.在项目第一个里程碑的阶段退出会议期间，质量管理团队只提出一些缺陷。当被问及测试过程程序时，团队确认只有一个批准的测试要求。项目经理应该怎么做？

- A.执行实施管理质量过程
- B.考虑更换项目的测试主管
- C.更新测试要求
- D.部署自动化测试工具

193. Midway through project execution, a project manager receives multiple calls from a key stakeholder asking for project objectives and activities. The project manager notices that the current level of this stakeholder is not at the desired level. What should the project manager do next to resolve this?

- A. Update the stakeholder engagement assessment matrix to set this stakeholder's desired engagement level to supportive
- B. Mark this issue in the risk register and follow the appropriate actions
- C. Submit a change request to update the stakeholder engagement plan and stakeholder engagement assessment matrix
- D. Meet with the key stakeholder to explain project goals, status reports, activities, and ways to collaborate effectively

193.在项目执行中途，一位项目经理多次收到一位关键相关方的电话要求提供项目目标和活动。项目经理注意到该相关方目前的参与程度与预期参与程度不符。若解决这个问题，项目经理下一步应该怎么做？

- A.更新相关方参与评估矩阵，以将该相关方的预期参与程度设置为支持
- B.在风险登记册中标记该问题，并遵循相应的行动
- C.提交一份变更请求以更新相关方参与计划和相关方参与评估矩阵

D.与关键相关方开会，解释项目目标、状态报告、活动以及有效协作的方式

194. After holding several meetings to define project activities, a project team still disagrees on many items. What should the project manager use to achieve consensus?

A. Nominal group technique

B. Affinity diagram

C. Majority

D. Unanimity

194.在举行了几次会议来确定项目活动之后，项目团队仍然不赞同许多事项。项目经理应该使用什么来达成共识？

A.名义小组技术

B.亲和图

C.大多数原则

D.一致同意原则

195. A company hires a project manager to work on a new project that is similar to one previously completed. A new government regulation was approved during that project.

What should the project manager do next?

A. Ask for expert judgment

B. Obtain training on the government regulation

C. Refer to the lessons learned repository

D. Modify the project management plan

195.一家公司聘用一名项目经理来管理与之前完成的一个项目类似的新项目。在该项目执行期间一项新的政府规定获得批准。项目经理下一步应该怎么做？

A.请求专家判断

B.获得这项政府规定的相关培训

C.参阅经验教训知识库

D.修订项目管理计划

196. During a project meeting, the team realizes that there is a cost reduction for one piece of equipment required for the project. The cost management plan has already been approved.

What should the project manager do?

A. Move forward with the project without notifying the change control board (CCB)

B. Follow the change management plan and ask the CCB to approve the cost change

C. Update the change management plan to include the cost change

D. Inform the CCB about the cost reduction and forward with the project

196.在一次项目会议期间，团队得知项目所需的一台设备的成本降低，成本管理计划已获得批准。

项目经理应该怎么做？

- A.继续执行项目而不通知变更控制委员会（CCB）
- B.遵循变更管理计划，并要求变更控制委员会批准成本变更
- C.更新变更管理计划，以包含该成本变更
- D.将该成本降低事宜通知变更控制委员会，并继续执行项目

197. A project manager is leading a global virtual team. During a weekly project status meeting, the project manager realizes that two team members from different locations have been working on the same assignment, rather than separate assignments as planned.

What should the project manager do next?

- A. Retrain the entire team on the staff assignment tool and update the project schedule
- B. Revise the risk register to show this impact on the project management plan
- C. Notify project stakeholders that this will impact the project schedule
- D. Inform the project sponsor and update the resource management plan

197.项目经理正在领导一个全球虚拟团队，在一次每周项目状态会议上，项目经理意识到来自不同地方的两名团队成员正在执行同一个任务，而不是按计划分别执行独立的任务。

项目经理下一步应该怎么做？

- A.依照人员分配工具重新培训整个团队并更新项目进度计划
- B.修订风险登记册以显示这对项目管理计划的影响
- C.通知项目相关方，这将影响项目进度
- D.通知项目发起人并更新资源管理计划

198. During the close-out meeting the project sponsor states that the project is a success based on its evaluating. A stakeholder disagrees because their requirements were unfulfilled. The project manager states that the stakeholder's requirements were mentioned as project exclusions in the project scope statement.

What should the project manager do next?

- A. Ignore the stakeholder's argument and continue the close-out meeting
- B. Propose conducting a project assessment to ensure that the project is complete
- C. Suggest using these requirements as scope for another project

D. Add the issue to the issue log

198.在收尾会议上，项目发起人表示根据项目评估，项目取得成功。但一位相关方却不同意，因为没有实现他们的需求。项目经理指出，相关方的需求在项目范围说明书中被称为项目除外情况。

项目经理下一步应该怎么做？

- A.忽略该相关方的争论并继续进行收尾会议
- B.建议进行项目评估以确保项目已完成
- C.建议将这些需求作为另一个项目的范围
- D.在问题日志中添加该问题

199. An factory expansion project is nearly 50 percent complete, when a group of local residents forms an activist group to protest it. What should the project manager do?

- A. Perform a stakeholder analysis, and adjust the stakeholder engagement plan accordingly
- B. Inform the project sponsor that the activist group represents a risk to the project schedule
- C. Meet with the activist group to add its requirements to the project
- D. Educate the activist group on the benefits that the project will bring to the community

199.一个工厂扩建项目已接近完成 50%，这时一群当地居民组成一个维权组织来抗议该项目。项目经理应该怎么做？

- A.执行相关方分析，并相应调整相关方参与计划
- B.通知项目发起人，该维权组织体现了项目进度的一个风险
- C.与该维权组织开会，将其需求添加到该项目中
- D.教育该维权组织，让其了解该项目将为社区带来的好处

200. A milestone payment was stopped by a customer because required acceptance criteria were unmet. What quality management process should the company use to prevent this issue from reoccurring?

- A. Quality assurance (QA)
- B. Quality control (QC)
- C. Quality planning
- D. Quality feedback

200.由于所需的验收标准未得到满足，客户停止了里程碑付款。公司应该采用哪一种质量管理过程来阻止再次发生这个问题？

- A.质量保证（QA）
- B.质量控制（QC）
- C.质量规划
- D.质量反馈