



清晖PMP复习测试题五

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1. A project manager joins a team to launch a new product. After assessing the project based on available information, the project manager arranges a meeting with key stakeholders to evaluate as feasibility.

What should the project manager do before meeting?

- A. Redo the market analysis.
- B. Reassess the business case.
- C. Review lessons learned.
- D. Perform a risk analysis.

1. 项目经理加入一个团队，开发一项新产品。在根据现有信息评估项目后，项目经理安排与关键相关方召开会议，以评估项目的可行性。

召开会议之前，项目经理应该做什么？

- A. 重新进行市场分析。
- B. 重新评估商业论证。
- C. 查阅经验教训。
- D. 执行风险分析。

2. A project manager is leading a project to expand a manufacturing plant in a small town. During the last city council meeting, local residents raised about the project. The project manager adds the local residents to the stakeholder engagement plan. What should the project manager do to address their concerns?

- A. Hold an interactive question and answer session during the next city council meeting.
- B. Use TV and radio spots to keep them informed about the project and their concerns.
- C. Submit an article to the local newspaper explaining the expansion and how it will benefit the community.
- D. Place a bulletin board outside the city hall to provide project progress updates.

2. 项目经理正在领导一个项目，扩建一个小镇上的制造工厂。在上次市议会会议期间，当地居民对该项目表示担忧。项目经理将当地居民添加到相关方参与计划中，项目经理接下来应该做什么？

- A. 在下次市议会会议期间召开互动问答会议。
- B. 使用电视和广播点让他们了解项目及其担忧的问题。
- C. 向当地的报纸提交一份文件，解释该扩建及其对社区的好处。

D.在市议会厅外安装一个滚动屏幕以提供项目进度更新。

3. An earthquake has delayed meeting a project milestone deadline, and the project team is now under pressure to minimize the impact without compromising quality. What should the project manager do to ensure the quality is maintained?

- A. Reduce quality control points to achieve faster project completion.
- B. Adapt to situation by developing a new quality management plan.
- C. Ensure that the team follows the quality management plan while fast tracking the project.
- D. Focus on quality completion of high-quality work packages to ensure on-time delivery.

3.地震已导致项目里程碑的截止日期推迟。项目团队现在面临着在不降低质量的情况下将影响降至最低的压力。若要确保维持质量，项目经理应该做什么？

- A.减少质量控制点，以更快完成项目。
- B.通过制定新的质量管理计划来适应这种情况。
- C.确保团队遵循质量管理计划，同时快速跟进该项目。
- D.专注于高质量完成高优先级工作包，以确保按时交付。

4. A project manager joins a major project intended to elevate an organization's market leadership. After consulting with the sponsor, the project manager developed the project management plan.

What should the project manager do next?

- A. Seek sponsor approval the plan
- B. Share the plan with subject matter experts (SEMs) for validation.
- C. Publish the plan in the project management information system.
- D. Engage with the project stakeholder to update the plan.

4.项目经理加入了一个旨在提升组织市场领导地位的重大项目。在与发起人协商之后，项目经理制定了项目管理计划。项目经理下一步应该做什么？

- A.请求发起人批准该计划。
- B.与主题专家（SME）分享该计划以进行核实。
- C.在项目管理信息系统（PMIS）中公布该计划。
- D.让项目相关方参与，以更新该计划。

5. A company successfully completes its first in-house project development experience. Most of the project term well now return to their previous positions.

Before closing the project, what should the project manager do to improve performance on future projects?

- A. Request a skill assessment.
- B. Create a project management office (PMO).
- C. Ask that project team be permanently assigned to future in-house projects.
- D. Create an organizational knowledge base.

5. 一家公司成功完成了其首个内部项目开发经验。大部分项目团队成员现在将回到以前的职位。在结束项目之前，项目经理应该如何提高未来项目的绩效？

- A. 请求技能评估。
- B. 创建项目管理办公室（PMO）。
- C. 要求将项目团队永久地分配给未来的内部项目。
- D. 创建组织知识库。

6. A project manager is leading a company's first digital transformation project. After reviewing the project charter, the project manager believes that the scope is too loosely defined.

What should the project manager do next?

- A. Brainstorm with stakeholders do more accurately define the scope.
- B. Discuss the scope with the project sponsor.
- C. Interview stakeholders to identify the high-level requirements.
- D. Create a project plan with a detailed work breakdown structure (WBS).

6. 项目经理正在管理一家公司的第一个数字化转型项目。在审查项目章程后，项目经理认为范围定义过于宽松。

项目经理下一步应该做什么？

- A. 与相关方进行头脑风暴，以更准确地定义范围。
- B. 与项目发起人讨论范围。
- C. 访谈相关方，以识别高层级需求。
- D. 创建具有详细工作分解结构（WBS）的项目计划。

7. A project manager wants to communicate project objectives to the team, gain their commitment, and explain the roles and responsibilities of each stakeholder. What should the project manager do to accomplish this?

- A. Set ground rules for circulation to the team so that expectations are understood.
- B. Ask the team to review the project management plan to gain an understanding of

the project.

C. Conduct team-building activities.

D. Hold a team kick-off meeting.

7. 项目经理希望将项目目标传达给团队，获得他们的承诺，并说明每个相关方的角色与职责。若要完成这些工作。项目经理应该做什么？

A. 制定基本规则，并告知团队，让团队了解期望。

B. 要求团队查阅项目管理计划，以了解项目。

C. 开展团队建设活动。

D. 召开团队开工大会。

8. After closing procurement and providing a formal written notice that the contract has been completed, what should the project manager do next?

A. Initiate procurement audits.

B. Write the final project report.

C. Update the lessons learned register

D. Inform the stakeholders.

8. 在结束采购并提供合同已完成的正式书面通知后，项目经理接下来应该做什么？

A. 启动采购审计。

B. 编写最终项目报告。

C. 更新经验教训登记册。

D. 通知相关方。

9. During a project to create an organizational business plan, the project manager facilitates strengths, weaknesses; opportunities, and threats (SWOT) analysis workshop with senior management. What process is the project manager implementing?

A. Plan Risk Management

B. Identify Risk

C. Perform Qualitative Risk Analysis

D. Plan Risk Responses

9. 在创建组织业务计划的项目期间，项目经理促成与高级管理层一起召开优势、劣势、机会与威胁（SWOT）分析研讨会。项目经理正在实施的是哪一个过程？

A. 规划风险管理

- B. 识别风险
- C. 实施定性风险分析
- D. 制定风险响应计划

10. A project manager is leading a project with tight schedules. Team members, who are located in different regions across the country, are busy and uninterested in focus on the lessons learned register.

What should the project manager do to ensure that the lessons learned are prepared, managed, and tracked.

- A. Require each team member to update the lessons learned register when they have time.
- B. Assign a resource to prepare and update the lessons learned register using the issue log.
- C. Organize regular conference calls to collect information and update the lessons learned register.
- D. Organize an end-of-project meeting so that team members can report issues and applied best practices.

10. 项目经理正在管理一个进度紧张的项目。团队成员位于全国各地，非常繁忙，对关注经验教训登记册并不感兴趣。

若要确保准备、管理并跟踪经验教训，项目经理应该做什么？

- A. 要求每个团队成员在有时间时更新经验教训登记册。
- B. 分配一名资源用问题日志来准备和更新经验教训登记册。
- C. 安排定期电话会议，以收集信息并更新经验教训登记册。
- D. 组织项目结束会议，以便团队成员可以报告问题并应用最佳实践。

11. While finishing a project charter, a project manager discovers that stakeholders disagree with certain elements. What should the project manager do?

- A. Relate the projected outcome to the business case to obtain stakeholder consensus.
- B. Collaborate with stakeholder to resolve the conflict and finalize the project charter.
- C. Refer to the project governance framework to reinforce project commitments.
- D. Work with the project team to resolve the issue and proceed with project planning activities.

11. 在完成项目章程时，项目经理发现相关方对某些要素的意见不一致。项目经理应该做什么？

- A.将预计结果与商业论证相关联，以获得相关方的一致同意。
- B.与相关方合作解决冲突并最终确定项目章程。
- C.参考项目治理框架，加强项目承诺。
- D.与项目团队合作，以解决问题并继续进行项目规划活动。

12. During a project's execution phase, the project manager learns that some stakeholders are hesitant to accept approved changes because they believe the changes are unnecessary. These changes have minimal effect on the project's cost and schedule baselines.

What should the project manager do?

- A. Meet with these stakeholders to address their concerns.
- B. Execute the changes since their impact is insignificant.
- C. Execute the issue to senior management.
- D. Ask the change control board (CCB) to re-review the approved changes.

12.在项目执行阶段，项目经理了解到一些相关方认为已批准的变更是不必要的，所以他们对接受这些变更犹豫不决，这些变更对项目的成本和进度基准影响很小。项目经理应该做什么？

- A.与这些相关方开会，打消他们的顾虑。
- B.执行这些变更，因为它们的影响微不足道。
- C.将该问题升级上报给高级管理层。
- D.要求变更控制委员会（CCB）重新审查批准的变更。

13. While inviting a transition project to create service for a large company, a project manager discovers that there are multiple business areas with competing requirements.

What should the project manager do to obtain consensus among stakeholders?

- A. Ensure that the project sponsor commits to the project charter.
- B. Negotiation for the most-qualified resources to obtain the necessary information.
- C. Meet with stakeholders to obtain the necessary information.
- D. Conduct business area evaluation to understand unique needs.

13.在启动为一家大公司创建服务的过渡项目时，项目经理发现存在多个具有相互竞争需求的业务领域。若要获得相关方的共识，项目经理应该做什么？

- A.确保项目发起人承诺负责项目章程。
- B.协商每个业务领域最有资质的资源。
- C.与相关方开会，以获得必要的信息。

D. 进行业务领域评估，以了解独特需求。

14. The work breakdown structure (WBS) for a large project shows that level 2 plans provide little information on activities, dependencies, and required resources. What should the project manager do to assess the project's duration?

A. Analyze the resource breakdown structure (RBS).

B. Develop the resource calendar.

C. Develop a WBS dictionary.

D. Perform bottom-up estimating.

14. 一个大型项目的工作分解结构（WBS）显示，2 级项目计划几乎没有提供有关活动，依赖关系以及所需资源的信息。若要评估项目持续时间，项目经理应该做什么？

A. 分析资源分解结构（RBS）。

B. 制定资源日历。

C. 制定 WBS 字典。

D. 执行自下而上估算。

15. Team members must complete deliverables on a complex project per the schedule baseline. However, the project is falling behind because some team members are assigned other tasks by their functional managers.

What should the project manager do to get the project back on track?

A. Follow and enforce the resource management plan.

B. Negotiate with the functional members to mutually agree on resource allocation.

C. Advise team members that they are allocated to only one project.

D. Remind team members to treat functional tasks as a second priority.

15. 团队成员必须按照进度基准来完成一个复杂项目的可交付成果。但是，由于一些团队成员被其他职能经理分配给其他任务，导致项目落后。

若要将项目拉回正轨，项目经理应该做什么？

A. 遵循并执行资源管理计划。

B. 与职能经理协商，就资源分配达成共识。

C. 告知团队成员，他们只能被分配到一个项目上工作。

D. 提醒团队成员，将功能性任务视为第二优先事项。”

16. A project manager divided a large project into three regions, with a regional coordinator assigned to each one. One coordinator at a remote site reports they are

incurring high costs because skilled resources are difficult to find.

What should the project manager do?

- A. Analyze the effect of the increased costs on the overall budget.
- B. Perform an earned value analysis (EVA).
- C. Conduct a cost-benefit analysis.
- D. Estimate the cost of outsourcing the remote site's tasks.

16. 项目经理将一个大型项目划分为三个区域，并为每个区域分配一个区域协调员。远程站点的一个协调员报告说，由于难以找到技术熟练的资源，他们产生了高额成本。

项目经理应该做什么？

- A. 分析增加的成本对总体预算的影响。
- B. 执行挣值分析（EVA）。
- C. 进行成本效益分析。
- D. 估算外包远程站点任务的成本。

17. During project discussions with key stakeholders, a few stakeholder express their disagreement on the project's potential benefits. How should the project manager facilitate the meeting?

- A. Consult with the change control board (CCB).
- B. Review the requirements documentation with the stakeholders.
- C. Update the risk register.
- D. Assess the business case with the stakeholders.

17. 在与关键相关方进行项目讨论期间，一些相关方表达了他们对项目潜在收益的不同意见。

项目经理应该如何引导会议？

- A. 咨询变更控制委员会（CCB）。
- B. 与相关方一起审查需求文档。
- C. 更新风险登记册。
- D. 与相关方一起评估商业论证。

18. A long-term project has missed several milestones. Senior management met with the project manager to resolve the issues, but the meeting resulted in argument. The leads senior management hires consultants to re-baseline the schedule without the project manager's consent.

What conflict -resolution technique does this describe?

- A. Withdraw/avoid
- B. Collaborate/problem solve
- C. Force/direct
- D. Compromise/reconcile

18. 一个长期项目已经错过几个里程碑了。高级管理层与项目经理开会讨论以解决该问题,但会议引发了争论。这导致高级管理层在未经项目经理同意的情况下,聘请顾问重新制定进度计划的基准。

这描述的是哪一种冲突解决技术?

- A. 撤退/回避
- B. 合作/解决问题
- C. 强迫/指导
- D. 妥协/调解

19. A project team is estimating a new project's cost and wants to use cost estimates from a previous project. To obtain the most accurate and reliable estimate, what document should the team review?

- A. Project scope statement
- B. Project close-out report
- C. Project charter
- D. Business case

19. 项目团队正在估算一个新项目的成本,希望利用之前项目的成本估算。若要获得最准确和可靠的估算,团队应审查哪一份文件?

- A. 项目范围说明书
- B. 项目收尾报告
- C. 项目章程
- D. 商业论证

20. During a project's initial phase, a new regulation is introduced. The regulation has the potential to impact the project's schedule and the budget. What should the project manager do before beginning the planning stage?

- A. Update the risk response plan.
- B. Request a change to schedule and budget.
- C. Perform a qualitative risk analysis

D. Include the risk in the project charter

20. 在项目的初始阶段，通过了一项新法规。这项法规有可能会影响到项目的进度和预算。

开始规划阶段之前，项目经理应该做什么？

- A. 更新风险应对计划。
- B. 请求变更进度计划和预算。
- C. 执行定性风险分析。
- D. 将该风险包含在项目章程中。

21. During a lessons learned meeting, team feedback is overwhelmingly positive. The project manager realizes that this is because the team does not want to jeopardize a possible bonus.

What should the project manager do to obtain honest feedback from the team?

- A. Conduct an anonymous electronic survey
- B. Use analytical techniques to collect performance and other metrics
- C. Engage the sponsors to contain an independent assessment
- D. Confront team members about their obvious bias

21. 在经验教训会议上，团队的反馈非常积极，项目经理意识到这是因为团队不想损失可能获得的奖金。

若要获得团队的诚实反馈，项目经理应该怎么做？

- A. 进行匿名电子调查
- B. 使用分析技术收集绩效和其他指标
- C. 让发起人参与获得独立评估
- D. 正视团队成员的明显偏差

22. A few weeks after a project to develop a new project begins, local community advocates disrupt project work. What should the project manager do?

- A. Obtain legal assistance in regaining control of the project.
- B. Advise the community that their local representatives must be contacted
- C. Ask the project sponsor to engage with local community groups to explain the project's benefits.
- D. Add the community as stakeholders in the stakeholder engagement plan.

22. 一个项目是为了开发一个新产品，在该项目开始几周后，当地社区煽动破坏项目工作。

项目经理应该做什么？

- A. 获取法律援助以重新获得项目控制权。
- B. 告知社区必须联系他们的当地代表。
- C. 要求项目发起人与当地社区团体接洽，解释项目的收益。
- D. 将该社区作为相关方添加进相关方参与计划中。

23. While developing a project's benefits management plan, a project manager receives input from some stakeholders that the project has very little value for the company. What should the project manager do next?

- A. Use organizational process assets.
- B. Review the business case with all stakeholders.
- C. Notify the sponsor of the conflicting stakeholder concerns.
- D. Document the stakeholder's input in the stakeholder engagement plan.

23. 在制定项目的收益管理计划时，项目经理收到一些相关方的意见，表示该项目对公司的价值很小。项目经理下一步应该做什么？

- A. 使用组织过程资产。
- B. 与所有相关方一起审查商业论证。
- C. 将互相冲突的相关方担忧的问题通知发起人。
- D. 将相关方的意见记录在相关方参与计划中。

24. During a project's planning stage, a key stakeholder informs the project manager that a requirement failed to be considered during project charter development. This new requirement greatly diverts from the key deliverables. What should the project manager do?

- A. Inform the stakeholder that the requirement is out of scope
- B. Notify the sponsor and add the requirement
- C. Gather more details on the requirement, and initiate a new project to address them.
- D. Assure the stakeholder that their input will be considered, and guarantee their involvement in the project.

24. 在项目的规划阶段，一位关键相关方通知项目经理在制定项目章程过程中未考虑一项需求，这一新需求极大地改变关键可交付成果。

项目经理应该做什么？

- A. 告知该相关方该需求超出范围。
- B. 通知发起人并添加该需求。

C.收集有关该需求的更多详细信息，并启动一个新项目来解决该需求。

D.向该相关方保证将考虑他们的意见，并保证他们参与项目。

25. A project deliverable has been delivered to the client, but it falls to meet quality standards. What should the project manager do next?

A. Conduct remedial work on the deliverable.

B. Perform a root analysis, and identify a corrective solution.

C. Review acceptable tolerance levels.

D. Adjust the parameters for the next deliverable.

25.一个项目可交付成果已交付给客户，但未能满足质量标准。项目经理下一步应该做什么？

A.对可交付成果进行补救工作。

B.执行根本原因分析，并识别纠正方案。

C.审查可接受的公差水平。

D.调整下一个可交付成果的参数。

26. During a project's execution phase, a vendor failed to deliver specified materials on time. This delayed a project's activity.

What should the project manager do next?

A. Dismiss the present vendor and hire a new one.

B. Submit a claim for compensation to the vendor.

C. Review the procurement management plan and vendor contract.

D. Discuss the delay with the vendor.

26.在项目执行阶段，供应商未能按时交付指定材料。这延迟了项目的活动。

项目经理下一步应该做什么？

A.解雇现有供应商并雇佣新供应商。

B.向供应商提交索赔。

C.审查采购管理计划和供应商合同。

D.与供应商一起讨论延期情况。

27. The project team has completed all the deliverables in the project management plan. The team is expecting a closure decision to be made soon. However, the project manager is struggling to justify the decision with the stakeholders.

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

A. Addressed all customer complaints before going into the final product phase

- B. Ensure that the end product complied with the committed business value
- C. Defined the project deliverable's acceptance criteria
- D. Verified that the sponsor's expectations were met

27. 项目团队已完成项目管理计划中的所有可交付成果。该团队期待尽快做出收尾决定。但是，项目经理正在努力向相关方证明该决定的合理性。

若要避免这个问题，项目经理应该事先做什么？

- A. 在进入最终产品阶段之前解决所有客户投诉。
- B. 确保最终产品符合承诺的业务价值。
- C. 定义项目可交付成果的验收标准。
- D. 确认满足发起人的期望。

28. A virtual project team has members working in different locations. One team has missed their task's completion date. The project manager discovers that this team member has been adding a small few feature that they believe the client will want.

What should the project manager do?

- A. Co-locate the team to ensure that the task is completed as soon as possible.
- B. Raise a charge request to include the new feature in the scope.
- C. Support the team member's proactive thinking, and add the new feature to the deliverable's scope
- D. Ask the team member to discontinue work on the new feature, and validate the deliverable's scope.

28. 一个虚拟项目团队的成员在不同地点工作。一名团队成员错过其任务完成日期。项目经理发现该团队成员在添加一个其认为客户想要的小功能。

项目经理应该做什么？

- A. 让团队集中办公，以确保尽快完成任务。
- B. 提出一项变更请求，以将新功能包含在范围中。
- C. 支持该团队成员的主动思考，并将新功能添加到可交付成果的范围中。
- D. 要求该团队成员停止新功能的相关工作，并核实可交付成果的范围。

29. A serious health risk is reported in the area where a project is located. Local health authorities require that team members limit travel in and out of this area.

What should the project manager do first to manage the risk?

- A. Assess the impact on the project
- B. Inform the project sponsor

- C. Update the risk register
- D. Perform qualitative and qualitative risk analyses.

29. 据报告，项目所在地区存在严重的健康风险，当地卫生局要求团队成员限制进出该地区。若要管理这个风险，项目经理应该做什么？

- A. 评估对项目的影响。
- B. 通知项目发起人。
- C. 更新风险登记册。
- D. 执行定性和定量风险分析。

30. A project manager meets with a customer to coordinate a large project. During this meeting, the customer demands changes to the scope.

What should the project manager do first?

- A. Analyze and evaluate the impact of these changes.
- B. Reject the changes since they are not in the project scope statement.
- C. Advise the customer to submit a formal change request.
- D. Initiate the scope changes to maintain a good customer relationship.

30. 项目经理与客户开会，以协调一个大型项目。在会议期间，客户要求变更范围。项目经理首先应该做什么？

- A. 分析并评估这些变更的影响。
- B. 拒绝这些变更，因为它们不包含在项目范围说明中。
- C. 建议客户提交一份正式的变更请求。
- D. 启动范围变更，以维持良好的客户关系。

31. A project is ready for closure, but audits determine that there are defects in organizational archiving procedures. Since the sponsor is uninterested in archiving.

What should the project manager do next?

- A. Close the project.
- B. Hire archiving experts.
- C. Meet with all stakeholders.
- D. Update organizational archiving standards.

31. 项目已准备好收尾，但审计认为组织归档程序存在缺陷。由于发起人对归档不感兴趣，项目经理接下来应该做什么？

- A. 项目收尾。
- B. 聘请归档专家。

C.与所有相关方开会。

D.更新组织归档标准。

32. Midway throughout a project, a key team member leaves and is replaced. What is the first thing the project manager should have the new resource review?

A. Issue log

B. Project charter

C. Project management plan

D. Project status report

32.在项目中途，一位关键团队成员离开并被替换。项目经理应该首先让新资源查阅哪一项？

A.问题日志

B.项目章程

C.项目管理计划

D.项目状态报告

33. A large-scale agile project has been kicked off to build a new project. Several teams are working simultaneously on new and enhanced features. The project manager faces major scaling challenges to ensure that the different features are created and work in harmony.

What should the project manager do to address this?

A. Drive the work across multiple releases

B. Perform sufficient up-front planning to manage interdependencies.

C. Deliver through a large sprint of collaborative work.

D. Use the same team for development, integration, and testing.

33.一个制作新产品的大型敏捷项目已经启动。几个团队正在同时开展新功能和增强功能方面的工作。项目经理面临严重的扩展挑战，以确保不同功能的创建并协作。

若要解决这种情况，项目经理应该做什么？

A.将工作划分为多个版本。

B.执行充分的前期规划以管理依赖关系。

C.通过大型的迭代协作工作进行交付

D.使用相同的团队进行开发、集成和测试。

34. Two project team members representing different organizations have separately developed their own initial requirement documents. What should the project manager add to the communications management plan to avoid future duplication of efforts?

- A. Stakeholder requirements
- B. Escalation requirement
- C. Responsibility assignment matrix (RAM)
- D. Reporting methods

34.代表不同组织的两名项目团队成员分别制作了各自的初始需求文件。项目经理应该在沟通管理计划中添加什么内容以避免将来重复工作？

- A.相关方需求
- B.升级上报需求
- C.责任分配矩阵（RAM）
- D.报告方法

35. An organization is awarded a large construction project. The project manager learns that it successfully completed a similar project and wants to use the lessons learned from that.

What data analysis technique should the project manager use?

- A. Regression
- B. Trend
- C. Document
- D. Variance

35.一家组织中标获得一个大型施工项目。项目经理得知该组织之前成功完成了一个类似的项目，希望利用该项目的经验教训。

项目经理应该使用哪一种数据分析技术？

- A.回归分析
- B.趋势分析
- C.文件分析
- D.偏差分析

36. A project manager must prepare a stakeholder engagement plan that avoid a conflict of interests among stakeholders. What should the project manager use to perform a stakeholder analysis?

- A. Data gathering technique

- B. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- C. Responsible, accountable, consult, and inform (RACI) chart
- D. Plan -do-check-act (PDCA) cycle

36. 项目经理必须制定相关方参与计划，以避免相关方之间发生利益冲突。项目经理应该使用什么来执行相关方分析？

- A. 数据收集技术
- B. 优势、劣势、机会与威胁（SWOT）分析
- C. 执行、负责、咨询和知情（RACI）矩阵
- D. 计划-实施-检查-行动（PDCA）循环

37. A project manager is leading project teams across various countries and time zones. When developing the stakeholder engagement plan, the project manager must consider that several stakeholders have conflicting views regarding scope, and project quality.

What should the project manager do first?

- A. Apply tools and techniques to assess stakeholders' influence, power; and impact.
- B. Perform a risk assessment of cultural differences, and update the risk register accordingly.
- C. Meet individually, either in person or remotely, with each stakeholder to obtain buy-in.
- D. Hire an expert cultural-differences coach to develop a strategy to address the issue.

37. 项目经理领导着位于不同国家和时区的项目团队。在制定相关方参与计划时，项目经理必须考虑到几个相关方在范围、时间表和项目质量方面存在相互冲突的观点。

项目经理应首先做什么？

- A. 应用工具和技术来评估利益相关者的影响力、权利和影响。
- B. 对文化差异执行风险评估，并相应更新风险登记册。
- C. 与每个相关方当面或远程会议以获得支持。
- D. 聘请文化差异专家教练来制定解决该问题的策略。

38. A project that uses several vendors is estimated to complete in two years. At the end of the first year, a significant budget overrun is identified. Conscious that project must be brought back under control, the project manager issues a change request.

What should the project manager do to support the change request?

- A. Conduct a risk workshop.
- B. Perform a root cause analysis.
- C. Update the change control progresses.
- D. Complete a quality audit.

38. 一个使用多个供应商的项目估计将在两年内完成。在第一年结束时，发现存在重大预算超支。项目经理意识到必须将项目重新拉回控制，因此签发一项变更请求。

若要支持这项变更请求，项目经理应该做什么？

- A. 召开风险研讨会。
- B. 执行根本原因分析。
- C. 更新变更控制过程。
- D. 完成质量审计。

39. While preparing a status report, a project manager discovers that the estimate at completion (EAC) is more than the budget at completion (BAC). What should the project manager do next?

- A. Assess it and record it in the risk register.
- B. Meet with the team to address the issue.
- C. Escalate it to the project sponsor.
- D. Reduce the scope to meet the BA

39. 在准备状态报告时，项目经理发现完工估算（EAC）高于完工预算（BAC）。项目经理下一步应该做什么？

- A. 评估并在风险登记册中记录该风险。
- B. 与团队开会，以解决该问题。
- C. 将问题升级上报给项目发起人。
- D. 减少范围，以符合 BAC。

40. During a critical project, an essential team member resigns. What should the project manager do first to manage this situation?

- A. Review the risk management and action response plans.
- B. Determine why that team member resigned.
- C. Allocate the remaining workload to the other team members.
- D. Inform project stakeholders.

40. 在一个关键项目中，一名重要的团队成员辞职。若要管理这种情况，项目经

理首先应该做什么？

- A. 审查风险管理和行动应对计划。
- B. 确定该团队成员辞职的原因。
- C. 将剩余的工作负荷分配给其他团队成员。
- D. 通知项目相关方。

41. A team has been struggling with delivering tasks on time, and the project manager needs to better understand ways this can potentially delay the project. To what should the project manager refer to analyze the problem?

- A. Project management plan
- B. Work performance reports
- C. Risk management plan
- D. Issue log

41. 团队一直在努力按时交付任务，项目经理需要更好地了解潜在会延迟项目的可能性。项目经理应该查阅下列哪一份文件来分析这个问题？

- A. 项目管理计划
- B. 工作绩效报告
- C. 风险管理计划
- D. 问题日志

42. During project implementation, the marketing department informs the project manager that the product's market requirements have changed. These changes were not anticipated, may significantly influence potential sales numbers, and could impact project scope.

What should the project manager do?

- A. Plan risk responses and update the risk register
- B. Apply forecasting method
- C. Plan to use the contingently reserves and update the risk mitigation plan
- D. Use earned value management (EVM) methods

42. 在项目实施过程中，营销部门通知项目经理说，产品的市场需求已经发生变化。之前未预料到这些变化，可能会显著影响调查的销售数量，并可能影响项目范围。

项目经理应该怎么做？

- A. 规划风险应对，并更新风险登记册

- B.应用检测方法
- C.计划使用应急储备并更新风险减轻计划
- D.使用挣值管理（EVM）方法

43. A project manager meets with project stakeholders to obtain information and knowledge on how best to deliver supplies to a construction site. What type of communication method is being used?

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

43.项目经理与项目相关方开会，获得关于如何最好地向施工现场输送用品的信息和知识。

这使用的是哪种沟通方法类型？

- A.交互式沟通
- B.内部沟通
- C.拉式沟通
- D.推式沟通

44. An international team is assigned to work on a project. And the project manager is concerned that misunderstandings might arise due to cultural differences. What should the project manager use to ensure that the team achieves consensus on the project goals?

- A. Stakeholder register
- B. Communication management plan
- C. Project charter
- D. Responsibility assignment matrix (RAM)

44.一个国际团队被分配到一个项目上工作，项目经理担心由于文化差异可能会产生误解。项目经理应该使用什么来确保团队对项目目标达成共识？

- A.相关方登记册
- B.沟通管理计划
- C.项目章程
- D.责任分配矩阵（RAM）

45. A project manager leading an inexperienced project team identifies that business requirements document may not be completed on time. Since this could impact the start of the next activity, the project manager arranges for extra resources to reduce the uncertainty.

What should the project manager do next?

- A. Perform a quantitative risk analysis.
- B. Revise the project schedule.
- C. Amend the issue log.
- D. Update the risk register.

45.项目经理正领导一支缺乏经验的项目团队，发现业务需求文件可能无法按时完成。由于这可能会影响下一个活动的开始，项目经理安排了额外资源来减少不确定性。项目经理下一步应该做什么？

- A.执行定量风险分析。
- B.修订项目进度计划。
- C.修改问题日志。
- D.更新风险登记册。

46. A project manager identifies a simple change that will improve product quality without impacting the project budget. What should the project manager do?

- A. Meet with the team member to assess the impact, and follow the change control process.
- B. Have team members include it in their assignments as quickly as possible.
- C. Ask the sponsor for their advice regarding the suggested change.
- D. After reviewing the change, include it in the quality management plan.

46.一名项目团队成员确定了一个简单的变更，可以在不影响项目预算的情况下提高产品质量。项目经理应该做什么？

- A.与团队成员开会，以评估影响，并遵循变更控制过程。
- B.让团队成员尽快将其包含在其分配的任务中。
- C.请求发起人对所提议的变更提出建议。
- D.在审查变更之后，将其包含在质量管理计划中。

47. During project execution, a stakeholder wants to know who has the authority to assign project resources, what should the project manager do?

- A. Review the project charter with the stakeholders

- B. Examine the communication management plan with the stakeholders
- C. Review the project resource management plan with the stakeholders
- D. Obtains consensus from stakeholders and update the stakeholders register

47. 在项目执行过程中，一名相关方希望知道谁有权分配项目资源。为了解决这个问题，项目经理应该怎么做？

- A. 与该相关方一起审查项目章程
- B. 与该相关方一起检查沟通管理计划
- C. 与该相关方一起审查项目资源管理计划
- D. 获得相关方的一致同意，并更新相关方登记册

48. A stakeholder disagrees with the way that one project features was implemented. What should the project manager do first?

- A. Update the change log and risk register.
- B. Note it in the issue log.
- C. Escalate it to the testing team.
- D. Ask the stakeholder to issue a change request.

48. 一个相关方不同意一个项目功能的实施方式。项目经理首先应该做什么？

- A. 更新变更日志和风险登记册。
- B. 将其记录在问题日志中。
- C. 将其升级上报给测试团队。
- D. 要求该相关方签发一项变更请求。

49. A project develop a software product encompasses several different components. Before implementing the project, the project manager reviews the lessons learned from previous, similar projects. The project manager identifies that quality assurance teams frequently requested rework by the development team on product components that failed to meet acceptance criteria.

What should the project manager include in the project to prevent this from reoccurring?

- A. A quality management pan that incorporates development tasks, acceptance criteria, and quality assurance tasks foe each component
- B. Sufficient development team resource for quality assurance tasks to ensure that the product is delivered with higher quality.
- C. Adequate quality assurance team resources to ensure that the execution of quality

assurance tasks is more efficient

D. Sufficient time in the schedule to complete the required development and quality assurance tasks.

49. 一个开发软件产品的项目包含几个不同的组件。在实施项目之前，项目经理审查了从之前的类似项目中汲取的经验教训。项目经理发现，质量保证团队经常要求开发团队对未达到验证标准的产品组件进行返工。

项目经理应该在项目中加入什么来防止这种情况再发生？

- A. 质量管理计划，包含每个组件的开发任务、验收标准和质量保证任务。
- B. 充足的开发团队资源，用于质量保证任务，确保以更高的质量交付产品。
- C. 充足的质量保证团队资源，确保质量保证任务的执行更加高效。
- D. 进度计划中的充足时间，来完成所需的开发和质量保证任务。

50. Due to a lack of stakeholder support, a project manager with an approval project and budget is unable to certain resources. What should the project manager do?

- A. Demand better stakeholder support at the next status meeting.
- B. Add the issue and the mitigation plan to the risk log, and notify the sponsor.
- C. Escalate the issue to upper management.
- D. Perform a stakeholder analysis, and hold a kick-off meeting to engage stakeholders

50. 由于缺乏相关方的支持，虽然项目和预算均已获得批准，但项目经理无法获得资源。项目经理应该做什么？

- A. 在下一项目状态会议上要求相关方提供更好的支持。
- B. 将问题和减轻计划添加到风险日志中，并通知发起人。
- C. 将问题升级上报给上级管理层。
- D. 执行相关方分析，并举行开工会议，让相关方参与其中。

51. During project execution, the customer requests a minor change. After performing a high-level review, the developer determines that the effort to make the change has minimal impact and can be absorbed.

What should the project manager do next?

- A. Ask the developer to proceed with the modification
- B. Issue a change request
- C. Update the issue log
- D. Communicate the proposed change to all stakeholders

51. 项目执行期间，客户请求进行一个小变更。在执行高层级审查后，开发人员

确定进行变更所需的工作影响较小且可被吸收。项目经理下一步应该怎么做？

- A. 要求开发人员继续进行修改
- B. 签发变更请求
- C. 更新问题日志
- D. 向所有项目相关方沟通提议的变更 1

52. During a kick-off meeting, some stakeholders raised objections about different aspects of the project management plan. After addressing all objections, the project team received support of the plan, and the sponsor and stakeholders fully committed to the project.

Of what is this an example?

- A. Efficient team collaboration
- B. Complexity of stakeholder relationships
- C. Energetic stakeholders
- D. Effective planning and communication

52.在开工会议期间，一些相关方对项目管理计划的不同方面提出异议，在解决所有异议后，项目团队收到对计划的支持，发起人和相关方承诺完全支持该项目。这属于下面哪一项的实例？

- A. 高效的团队协作
- B. 相关方关系的复杂性
- C. 精力充沛的相关方
- D. 有效的规划和沟通

53. A project manager receives a chain of e-mails from the project team and vendor, arguing about a recently received deliverable. The project team believes that the deliverable fails to meet a specific requirement, but the vendor maintains they are unaware of this requirement.

To what should the project manager first refer?

- A. Communication management plan
- B. Statement of works (SOW)
- C. Requirements management plan
- D. Work Breakdown structure (WBS)

53.项目经理从项目团队和供应商处收到一连串电子邮件，争论最近收到的一个可交付成果。项目团队认为该可交付成果未能满足特定需求，但供应商却坚持他

们不知道这个需求。项目经理首先应该查阅哪份文件？

- A.沟通管理计划
- B.工作说明书（sOW）
- C.需求管理计划
- D.工作分解结构（WBS）

54. A subcontractor, working at a very fast pace, falls to complete official acceptance procedures for project deliverables. The client's team inspects the deliverables and creates a long list of defects.

What should the project manager have done to avoid this?

- A. Implemented a quality management plan
- B. Requested a prototype from the client
- C. Held frequent status meetings with the client
- D. Had an internal quality team check the deliverables

54. 一个分包商虽然工作速度非常快，但却未能完成项目可交付成果的正式验收程序。客户的质量团队检查了可交付成果，并创建了一份很长的缺陷清单。

若要避免这个问题，项目经理应该事先做什么？

- A. 实施质量管理计划
- B. 要求客户提供原型
- C. 经常与客户举行状态会议
- D. 让一个内部质量团队检查可交付成果

55. A project is in its execution phase, and some deliverables are almost ready to go to the client. Team members want to quickly hand off these deliverables to save time and receive their bonus. To achieve this quality-control-related tasks will need to be eliminated.

What should the project manager do?

- A. Refer the team members to the quality management plan and report ethics to the project sponsor
- B. Update the risk register with potential unmet customer requirements
- C. Finalize the project, issued a change request and request a new team due to noncompliance
- D. Reports the issue to the project sponsors and management to prevent the efficiency bonus from being paid

55. 一个项目正处于执行阶段，一些可交付成果已经准备好交给客户。团队成员希望快速交付这些可交付成果，以节省时间并获得奖金。若要实现这个目标，就必须消除质量控制相关的任务。项目经理应该怎么做？

- A. 让团队成员查阅质量管理计划并向项目发起人报告道德问题
- B. 将可能不满足客户要求的风险更新到风险登记册中
- C. 完成项目，签发变更请求，并由于不合规而请求一支新团队
- D. 向项目发起人和管理层报告该问题，防止支付效率奖金

56. A senior manager asks the project manager to send them a project summary. What should the project manager do?

- A. Send the latest project status report, which includes a project summary.
- B. Provide them with an executive project summary.
- C. Set up a meeting to verbally communicate the project summary.
- D. Ask the sponsor to send the project summary.

56. 一位高级经理要求项目经理向其发送项目摘要。项目经理应该做什么？

- A. 发送最新的项目状态报告，其中包括项目摘要。
- B. 向他们提供执行项目摘要。
- C. 安排召开会议，以口头传达项目摘要。
- D. 请发起人发送项目摘要。

57. Some previously unidentified stakeholders report that they have not been kept informed regarding the status of a critical project even though their functional areas are largely impacted. What should the project manager do first?

- A. review project communication methods
- B. check and update the registries of the stakeholders
- C. to determine the status of communication projects
- D. Invites all stakeholders to the State meetings

57. 一些之前未识别到的相关方报告说，他们的职能领域受到很大影响，但没有持续通知他们关键项目的状态。项目经理首先应该做什么？

- A. 审查项目的沟通方法
- B. 检查并更新相关方登记册
- C. 确定项目的沟通状态
- D. 邀请所有相关方参加状态会议

58. An organization must execute a project that has a clear goal, but due to a lack of knowledge is finding it difficult to decide on specific requirements. What should the project manager do?

- A. Development technical specifications for the sponsor to validate and approve.
- B. Define a preliminary scope statement to use for project planning.
- C. Create and obtain approval for a work breakdown structure (WBS).
- D. Suggest postponing the project until more specification can be defined.

58.一家组织必须执行一个具有明确目标的项目，但由于缺乏知识，发现难以确定具体需求。项目经理应该做什么？

- A.制定技术规范，以供发起人核实和批准。
- B.定义初步范围说明书，用于项目规划。
- C.创建并获得工作分解结构（WBS）的批准
- D.建议推迟项目，直至可以定义更多规范为止。

59. A project manager works for an organization with a history of completing projects on time. However, these projects have all experienced issues due to a lack of stakeholder's support and their failure to provide information.

What should the project manager do at the beginning of a new project to avoid these issues?

- A. Identify and prioritize the key stakeholders during the initiating stage.
- B. Duplicate efforts from previous projects since they ended well.
- C. Manage all stakeholder's expectation, and provide a solution for each one.
- D. Prepare a communications management plan that includes all stakeholders.

59.项目经理为一个具有按时完成盈利项目历史记录的组织工作。然而，由于缺乏相关方的支持以及他们未能提供信息，这些项目都经历过问题。

若要避免这些问题，项目经理在新项目开始时应该做些什么？

- A.在启动阶段识别关键相关方并进行优先级排序。
- B.复制之前项目的工作，因为这些项目结束时都很好。
- C.管理所有相关方的期望，并为每个人提供解决方案。
- D.准备一份包含所有相关方的沟通管理计划。

60. To help meet the project deadline, a stakeholder submits a request to modify the execution process. What should the project manager do?

- A. Evaluate the impact of the change on the project.

- B. Discuss the impact with the team.
- C. Review the stakeholder register.
- D. Hold the request until the next sponsor meeting.

60. 为了帮助满足项目截止日期，一个相关方提交了一项修改执行过程的请求。

项目经理应该做什么？

- A. 评估这项变更对项目的影响。
- B. 与团队一起讨论影响。
- C. 查阅相关方登记册。
- D. 暂时搁置这项请求，等到下一次发起人会议上讨论。

61. A supplier activates the project manager that, to meet the requested specifications, replacement of a specific material is required, What should the project manager to ensure that the cost baseline is unaffected?

- A. Cost forecast
- B. Earned value (EV) analysis
- C. Management reserve
- D. Contingency reserve

61. 供应商建议项目经理，为了满足要求的规格，需要更换特定材料。为确保成本基准不受影响，项目经理应该审查下列哪一项？

- A. 成本预测
- B. 挣值（EV）分析
- C. 管理储备、
- D. 应急储备

62. A project manager leading an innovative project to create long-lasting value for the company calls a team meeting to brainstorm and subdivide the project's scope. What should the project manager and the team do during this meeting?

- A. Review the project scope statement.
- B. Create the project charter.
- C. Generate the work breakdown structure (WBS).
- D. Develop and assign identification codes to the WBS.

62. 一个项目经理领导一个创新项目，该项目将为公司创造持久的价值。项目经理召开一次团队会议进行头脑风暴并细分项目范围。在这次会议上，项目经理和团队应该做什么？

- A. 查看项目范围说明书。
- B. 创建项目章程。
- C. 产生工作分解结构（WBS）。
- D. 制定并向 WBS 分配识别码。

63. A project director is concerned that a schedule-driven project may not achieve its completion date. What should the project manager do to mitigate this?

- A. Adopt start-to-start (SS) task relationships to expedite critical-path activities.
- B. Re-baseline the schedule and resource management plans.
- C. Develop a resource breakdown structure (RBS).
- D. Apply resource leveling.

63. 项目主管担心一个计划驱动的项目可能无法实现其完成日期。若要减轻这个问题，项目经理应该做什么？

- A. 采用开始到开始（SS）任务关系来加速关键路径活动。
- B. 重定进度基准和资源管理计划。
- C. 制定资源分解结构（RBS）。
- D. 应用资源平衡。

64. A project requires specialized technical expertise from the engineering department. However, the senior engineer is leading a team on separate project, and the only available resource is an entry-level engineer. The senior engineer is highly regarded by the customer and the preferred by the project manager.

What should the project manager do first to obtain the senior engineer's participation in this project?

- A. Meet with the engineering department manager to discuss options for making the senior engineer available.
- B. Demand that the senior engineer is assigned to increase customer confidence in the delivery of a quality product.
- C. Develop a job description using the senior engineer's qualifications to hire a comparable senior engineer.
- D. Immediately ask the project sponsor to escalate this resource requirement.

64. 一个项目需要工程部门的专业技术知识。但是，高级工程师正在领导另一个单独项目的团队，唯一可用的资源是一位初级工程师。高级工程师受到客户的高度推崇，也受到项目经理的青睐。

项目经理首先应该做什么才能让高级工程师参与这个项目？

- A. 与工程部门经理开会，讨论可让高级工程师参与的方案。
- B. 要求分配高级工程师，以提高客户对交付优质产品的信息。
- C. 使用高级工程师的师资拟定工作描述，以聘请一位资质相当的高级工程师。
- D. 立即要求项目发起人升级上报这项资源要求。

65. A project manager is leading a global with team member located in several countries. To streamline project status updates, managers from one region launch a local-language social media account.

What should the project manager do?

- A. Ask these managers to adhere to the project management office's (PMO'S) communication policy.
- B. Update the communications management plan to include the new communication channel.
- C. Audit the new communication channel to ensure it complies with PMO policies.
- D. Ask these managers to communicate translated versions of the new channel's content.

65. 项目经理正在管理一个全球项目，其团队成员分散于多个国家。为简化项目状态更新，来自一个地区的经理启动了本地语言社交媒体账户。项目经理应该做什么？

- A. 要求这些经理遵守项目管理办公室（PMO）的沟通政策。
- B. 更新沟通管理计划，以包含新的沟通渠道。
- C. 审计新的沟通渠道以确保其遵守 PMO 政策。
- D. 要求这些经理传达新渠道内容的翻译版本。

66. The risk register of construction project in a tropical area includes, the risk of flooding during the rainy season. The rainy season is over, and the project will be completed.

Which tool or technology should be used to manage this risk?

- A. Risk acceptance
- B. Risk transference
- C. Risk avoidance
- D. Risk audits

66. 一个施工项目位于热带地区，该项目的风险登记册包括雨季洪水的风险。现

在雨季已经结束，项目即将完成。应使用哪一项工具或技术来管理这个风险？

- A. 风险接受
- B. 风险转移
- C. 风险规避
- D. 风险审计

67. A project manager is tasked with increasing organizational awareness of the company's rebranding project. What should the project manager do to achieve this?

- A. Ensure that all project documents are stored in the project management information system (PMIS) for access by all staff members.
- B. Update the communications management plan, and engage the organization's internal communications team.
- C. Ask the project manager office (PMO) to create an internal project repository.
- D. Ensure that the company's social media account is regularly updated.

67. 项目经理的任务是提高组织对其公司“品牌重塑”项目的认识。若要实现这一点，项目经理应该做什么？

- A. 确保所有项目文件都存储在项目管理信息系统（PMIS）中，供所有工作人员访问。
- B. 更新沟通管理计划，并让组织的内部沟通团队参与。
- C. 要求项目管理办公室（PMO）创建内部项目储存库。
- D. 确保定期更新公司的社交媒体账户。

68. In line with a company's strategic objectives, a critical efficiency improvement project is authorized in next year's business plan. However, one of the key stakeholders responsible for post-implementation operations is strongly against the project due to its high investment and limited benefits.

What should the project manager do?

- A. Discuss the concerns with the key stakeholders, and escalate it to the sponsor for direction.
- B. Conduct a one-on-one brainstorming session with the stakeholder to clearly understand their concerns.
- C. Perform a comprehensive stakeholder analysis, and influence stakeholders accordingly.
- D. Invite all stakeholders to discuss the concern and vote on future course of action.

68.根据公司的战略目标，下一年的业务计划中授权了一个关键的效率改进项目。但是，由于投资高，收益有限，负责实施后运营的一个关键相关方强烈反对该项目。项目经理应该做什么？

- A.与该关键相关方讨论这些问题，并将其升级上报给发起人以获得指示。
- B.与该相关方召开一对一的头脑风暴会议，以清楚地了解他们担忧的问题。
- C.执行全面的相关方分析，并据此影响相关方。
- D.邀请所有相关方讨论担忧的问题，并对未来的行动方案进行投票。

69. A project team is working in different time zones. Misunderstanding are frequent among team members. And although the project manager has tries to address it, the issue remains unresolved.

What should the project manager do to improve the situation?

- A. Discussed it at a team meeting
- B. Address the issue individuality with each team member
- C. Revise the communications management plan
- D. Review stakeholders requirements

69.一个项目团队正在不同时区工作，团队成员之间经常出现误解。尽管项目经理试图解决这个问题，但这个问题一直没有得到解决。若要改善这种情况，项目经理应该怎么做？

- A.在团队会议上讨论这个问题
- B.与每位团队成员分别解决这个问题
- C.修订沟通管理计划
- D.审查相关方的需求

70. All deliverables have been accepted for a project to design a new government agency service. A number of confident documents resulted from design activities.

What should the project manager do as part of the closure process?

- A. Obtain instructions from the project management office (PMO) on how to destroy confidential material.
- B. Archive the project document per the PMO retention policy.
- C. Add the document to the corporate knowledge base repository for future reference.
- D. Refer to the contract's policy on handing confidential material.

70.一个项目是为了设计新的政府机构服务，其所有可交付成果均已获得验收。设计活动产生了许多机密文件。作为收尾过程的组成部分，项目经理应该做什

么？

- A.从项目管理办公室（PMO）获得有关如何销毁机密材料的指示。
- B.按照 PMO 保留政策归档项目文件。
- C.将文件添加到公司知识库以供将来参考。
- D.参阅合同中有关处理机密材料的政策。

71. The table lists project activation, with activities A and H and end activities.

Activity	Duration	Dependency
A	2	-
B	3	A
C	4	A
D	4	B&C
E	5	B
F	3	C
G	2	D&F
H	2	E&G

What IS the project's critical path?

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

71.这份表中列出的项目活动，活动 A 和 H 作为开始和结束活动。

活动	持续时间	依赖关系
A	2	-
B	3	A
C	4	A
D	4	B&C
E	5	B
F	3	C
G	2	D & F
H	2	E&G

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

72. A project manager wants to proceed with project execution. However, some stakeholders are unwilling to approve the project management plan. The project

manager learns that these stakeholders have failed to read the plan and appear to have no plans to read it in the future.

What should the project manager do next?

- A. Update the issue log, and escalate it to the sponsor.
- B. Ask the other stakeholders to push for the plan's approval.
- C. Use information from similar projects to influence the stakeholders to act.
- D. Present key information in an alternate form to clarify and understand their points of difference.

72. 项目经理希望继续执行项目，但是，一些相关方不愿意批准项目管理计划，项目经理得知这些相关方未阅读该计划，并且似乎没有准备在将来阅读该计划。项目经理下一步应该做什么？

- A. 更新问题日志，并将问题升级上报给发起人。
- B. 要求其他相关方推动该计划的批准。
- C. 使用来自类似项目的信息来影响相关方采取行动。
- D. 以替代形式提交关键信息，以澄清和理解他们的不同点。

73. During a stakeholder meeting to discuss a new project, the operations manager indicates that they were unaware that the project manager had the authority to use resources from their department. What should the project manager do?

- A. Send a formal memo of notification to the operation manager.
- B. Provide the operation manager with a copy of the project charter.
- C. Ask the sponsor to meet with the operations manager.
- D. Meet individually with the operations manager to clarify expectations.

73. 在讨论一个新项目的相关方会议上，运营经理表示他们不知道项目经理有权使用他们部门的资源。项目经理应该做什么？

- A. 向运营经理发送正式的通知备忘录。
- B. 向运营经理提供一份项目章程的副本。
- C. 让发起人与运营经理会谈。
- D. 与运营经理单独会面以澄清期望。

74. During the construction phase, the tunnel portion of a city's high-profile infrastructure project experience a water drainage problem. The project team is in the process of finding a solution. After updating the issue log, what should the project manager do?

- A. Focus on fixing the problem to avoid a schedule delay.
- B. Employ an external consultant to provide an expert opinion on how to efficiently and cost-effectively resolve the problem.
- C. Request a budget allowance and schedule extension.
- D. Communicate the issue to the steering committee, and periodic progress updates until it is resolved.

74. 在施工阶段，一座城市的高端基础设施项目隧道部分遇到排水问题，项目团队正处于寻找解决方案的过程。更新问题日志之后，项目经理应该做什么？

- A. 专注于解决问题，以避免进度计划延迟。
- B. 聘请一位外部顾问，就如何高效和经济有效地解决问题提供专家意见。
- C. 请求预算补贴和延长进度计划。
- D. 与指导委员会沟通该问题，并提供定期进度更新，直至解决为止。

75. At the end of the quarter, a project sponsor requests that the progress report include a metric to determine if the project will be finished on time or how long it will be delayed. What should the project manager include in this report?

- A. Schedule variance (SV)
- B. Estimate at completion (EAC)
- C. Cost performance index (CPI)
- D. Variance at completion (VAC)

75. 在一个季度末，项目发起人要求进度报告中包含一个指标，以确定项目是否将按时完成或将延迟多长时间。项目经理应该在这份报告中包含哪个指标？

- A. 进度偏差（SV）
- B. 完工估算（EAC）
- C. 成本绩效指数（CPI）
- D. 完工偏差（VAC）

76. During project closure, the project manager finds it difficult to obtain successful project completion feedback. Some stakeholders disagree with the project's success criteria and have been frustrated with the project from the beginning.

To what should the project manager refer to address these concerns?

- A. Project charter
- B. Quality management plan
- C. Scope statement

D. Requirement document

76. 在项目收尾期间，项目经理发现很难得到关于项目成功完成的反馈，一些相关方对项目的成功标准意见不一致，并从一开始就对项目感到沮丧。

项目经理应查阅下列哪一份文件来解决这些问题？

- A. 项目章程
- B. 质量管理计划
- C. 范围说明书
- D. 需求文件

77. During a project meeting, a team discovers that an issue closed three months ago is still active and negatively impacting the project's budget. What should the project manager do to avoid this from reoccurring?

- A. Update the issue log, and monitor corrective actions
- B. Keep meeting minutes nearby to track all issues.
- C. Ask the team to monitor potential issues.
- D. Document the issue as a risk in the risk register.

77. 在项目会议期间，一个团队发现三个月前关闭的问题仍然处于活跃状态，并对项目的预算产生负面影响。若要防止这种情况再次发生，项目经理可以做什么？

- A. 更新问题日志，并监督纠正措施。
- B. 将会议纪要就近保存，以跟踪所有问题。
- C. 要求团队监督潜在问题。
- D. 将该问题作为一项风险记录在风险登记册中。

78. A project is being prepared for delivery for an IT solution implementation. The project manager checks the acceptance criteria and notices the deliverables fall to conform to two items on the acceptance criteria checklist. What should the project manager have done during project development to avoid this?

- A. Conducted testing
- B. Reviewed the checklist
- C. Held inspections
- D. Examined the check-sheets

78. 一个用于交付 IT 解决方案实施项目的工作包正在准备中，项目经理检查验收标准，注意到可交付成果不符合验收标准清单中的两项。

若要避免这个问题，在项目开发期间，项目经理应事先完成下列哪个？

- A.进行测试
- B.重新审查清单
- C.进行检查
- D.检查核查表

79. A project sponsor constantly demands that a project is delivered as quickly as possible. The project manager identifies an issue that will delay the project by one week.

What should the project manager do?

- A. Devise a recovery plan to minimize the impact, and meet with the project sponsor to discuss it.
- B. Ask a subject matter expert (SME) to personally discuss the issue with the project sponsor.
- C. Send an updated report with a revised schedule and budget to the entire team.
- D. Document the delay in the project management plan, and communicate it to the sponsor.

79.项目发起人不断要求尽快交付项目。项目经理识别到一个将会让项目延迟一周时间的问题。项目经理应该做什么？

- A.制定恢复计划以尽量减少影响，并与项目发起人开会讨论该问题。
- B.请一位主题专家（SME）亲自与项目发起人讨论该问题。
- C.向整个团队发送包含修订后进度计划和预算的更新状态报告。
- D.在项目管理计划中记录这项延迟，并与发起人沟通该问题。

80. During a review meeting in the project execution phase of a software development project, end users and the project sponsor are pleased with the demonstration of a key feature. What should the project manager do next?

- A. Execute activities in the quality management plan.
- B. Update test plans to reduce testing efforts.
- C. Direct the team to conduct a benefit assessment.
- D. Request sign off on the user acceptance report.

80.在一个软件开发项目的项目执行阶段举行的评审会议期间，最终用户和项目发起人对一项关键功能的演示感到满意，项目经理下一步应该做什么？

- A.执行质量管理计划中的活动。）

- B.更新测试计划以减少测试工作。
- C.指示团队进行收益评估。
- D.请求在用户验收报告上签字。

81. During a project's next phase, an architect will take a three-month maternity leave. What should the project manager evaluate to determine if this is a risk, issue, or opportunity?

- A. Priority, time frame, and probability
- B. Consequence and profile
- C. Probability and priority
- D. Probability, consequence, and time frame

81.在项目的下一阶段，一个建筑师将休三个月的产假，若要确定这是风险、问题还是机会的话，项目经理应该评估下列哪一项？

- A.优先级、时间表和概率
- B.后果和风险状况
- C.概率和优先级
- D.概率、后果和时间表

82. A project manager runs regular virtual meetings with the team. During the execution phase, the project manager notices that two particular team members frequently argue and disagree, which causes meeting overruns and distractions for the rest of the team.

What should the project manager do?

- A. Ask these team members' functional managers to address this behavior.
- B. Recognize this as part of the storming stage, and arrange a team-building activity.
- C. Discuss the issue with the team members, and seek resolution from management if the behavior continues.
- D. Advise these team members that their behavior violates the team charter, and remove them from the team.

82. 项目经理与项目成员举行例行虚拟会议。在执行阶段，项目经理注意到两个特定成员经常争辩和发生分歧，这导致会议超时并让团队其他成员分心。

项目经理应该做什么？

- A.要求这些团队成员的职能经理解决这种行为
- B.认识到这是震荡阶段的一部分，并安排团队建设活动。

C.与团队成员讨论问题，如果继续存在该行为，则寻求管理层的决议。

D.告知这些团队成员他们的行为违反了团队章程，并将他们从团队中开除。

83. A project manager is writing this procurement statement of work (SOW) to subcontract a new plant's machinery installation ,To what document should the project manager refer to ensure it aligns with project objectives?

A. Procurement documents

B. Project management plan

C. Source selection criteria

D. Project charter

83.项目经理正在编写采购工作说明书（SOW），以分包新工厂的机器安装任务。项目经理应该查阅哪一份文件来确保其与项目目标一致？

A.采购文件

B.项目管理计划

C.供方选择标准

D.项目章程

84. A customer asked the project manager to deliver a project in 60 days that was previously scheduled for delivery in 90 days. No activities can be performed in parallel. The requested change is approved by the change control board (CCB).

What should the project manager do to fulfill this request?

A. Create phases in the project schedule.

B. Fast track the project schedule.

C. Create a contingency reserve for the project schedule.

D. Crash the project schedule.

84.客户要求项目经理在 60 天内交付项目，而之前原本计划在 90 天内交付，没有可以并行执行的活动，请求的变更已经获得变更控制委员会（CCB）的批准。若要满足这项要求，项目经理应该做什么？

A.在项目进度计划中创建项目阶段。

B.快速跟进项目进度计划。

C.为项目进度计划创建应急储备。

D.对项目进度计划赶工。

85. A project progressing on time and within budget is 30 days away from achieving its main milestone. The project manager then learns that a key component to achieve

this milestone will be unavailable for 45 days.

What should the project manager do?

- A. Revise the risk management plan.
- B. Update the issue log
- C. Notify stakeholders at the next project status meeting.
- D. Send an amended progress report to all stakeholders.

85. 一个按时按预算进展的项目距离实现其主要里程碑还有 30 天，然后项目经理了解到实现这一里程碑的关键组件将有 45 天不可用。

项目经理应该做什么？

- A. 修订风险管理计划。
- B. 更新问题日志。
- C. 在下一次项目状态会议上通知相关方。
- D. 向所有相关方发送修订后的进度报告。

86. A local project is expanding and will now include stakeholders from different countries, what existing documentation must the project manager adjust to effectively manage these global stakeholders?

- A. Change control procedures
- B. Communication management plan
- C. Organization communication requirements
- D. Risk register

86. 一个本地项目在不断扩大，现在将包括来自不同国家的相关方。为了有效管理这些全球相关方，项目经理必须调整哪些现有文件？

- A. 变更控制程序
- B. 沟通管理计划
- C. 组织沟通需求
- D. 风险登记册

87. Six months into a project, the project manager learns that a change is needed that will require an increase to the approved budget. What should the project manager do?

- A. Ask the finance department for additional funds.
- B. Reject the change to keep the project on track.
- C. Accept the change and notify the sponsor.
- D. Initiate the change request progress.

87. 在项目开展六个月后，项目经理了解到需要进行变更，而这需要增加批准的预算。项目经理应该做什么？

- A. 请求财务部门提供额外资金。
- B. 拒绝该变更，以保持项目正常运行。
- C. 接受该变更，并通知发起人。
- D. 开始变更请求过程。

88. One month into a 12-month project, a vendor informs the project manager that required project equipment will be delayed. After further investigation, the project manager learns that this vendor has a reputation for underperforming.

What should the project manager have done to prevent this?

- A. Include a contingency buffer in the schedule baseline
- B. Reviewed the lessons learned documents from other projects
- C. Check the updated risk register and issue log
- D. Added a backup vendor to vendor list

88. 在一个为期 12 个月的项目中，供应商通知项目经理所需的项目设备将被延迟，经过进一步调查后，项目经理得知该供应商在业绩表现方面口碑不佳。若要避免这个问题，项目经理应该事先做什么？

- A. 在进度计划基准中包含应急缓冲。
- B. 查看其它项目的经验教训文档。
- C. 检查更新后的风险登记册和问题日志。
- D. 在供应商名单中添加备份供应商。

89. What should a project manager do when asked to complete a project's administrative closure earlier than expected?

- A. Update the issue log.
- B. Submit a change request.
- C. Re-baseline the requirements specifications.
- D. Ensure that project documentation is archived.

89. 在被要求比预期时间更早地完成项目的行政收尾时，项目经理应该做什么？

- A. 更新问题日志。
- B. 提交变更请求。
- C. 重定需求规范的基准。

D.确保项目文档已存档。

90. A request for quotation (RFQ) for equipment is published in a newspaper. Some vendor request pre-bid conferences, some ask questions about the type of equipment, and one vendor submits a quote much lower than the company estimated.

What should the project manager have done to avoid this?

- A. Followed the procurement management plan
- B. Included all details in the procurement statement of work (SOW)
- C. Requested vendors with more experience with this equipment
- D. Extended the time to submit quotations

90.一份设备报价邀请书（RFQ）在报纸上公布了。一些供应商要求举行投标前会议，一些供应商询问有关设备类型的问题，还有一家供应商提交的报价远低于公司估算的价格。

若要避免这个问题，项目经理应该事先做什么？

- A.遵循采购管理计划
- B.将所有详情包含进工作说明书（SOW）中
- C.要求有更多此设备经验的供应商
- D.延长提交报价的时间

91. During the execution phase, a project manager realizes that a deviation from the project management plan is required to achieve desired project outcomes. What should the project manager do next?

- A. Update the project schedule
- B. Execute the Implementation
- C. Submit a change request
- D. Modify the project baselines

91.在执行阶段，项目经理意识到需要偏离项目管理计划才能实现理想的项目成果。项目经理下一步应该做什么？

- A.更新项目进度计划
- B.执行实施
- C.提交变更请求。
- D.修改项目基准

92. After numerous meetings, the project manager was unable to obtain approval of the project management plan because the client needed to check with their superiors.

What should the project manager have done to avoid this?

- A. Created a project charter
- B. More clearly defined the project scope
- C. Better developed the communications management plan
- D. Ensured they identified the right stakeholders

92. 经过多次会议后，项目经理无法获得项目管理计划的批准。因为客户需要与其上级核实，若要避免这个问题，项目经理应该事先做什么？

- A. 创建项目章程
- B. 更明确地定义项目范围
- C. 更好地制定沟通管理计划
- D. 确保已识别正确的相关方

93. A large team is working on a fast-paced project. Key stakeholders are asking team members directly about the project progress.

What should the project manager do?

- A. Empower team members to report their understanding of project details to stakeholders.
- B. Ensure that only the project management office (PMO) provides updates to stakeholders.
- C. Ask the steering committee to provide stakeholder with updates.
- D. Provide periodic, formal updates to stakeholder.

93. 一个大型团队正在开展一个快节奏的项目。关键相关方直接向团队成员询问项目进度。

项目经理应该做什么？

- A. 授权团队成员向相关方报告他们对项目详情的理解。
- B. 确保只有项目管理办公室（PMO）向相关方提供更新。
- C. 要求指导委员会向相关方提供更新。
- D. 向相关方定期提供正式更新。

94. A project manager suggests design changes to add product value when compared to that of the competition. These changes will benefit the company, but involve extra activities.

What should the project manager do?

- A. Add the changes to the work breakdown structure (WBS).

B. Increase the budget to accommodate the changes.

C. Update the scope statement with the changes.

D. Submit a change request to the change control board (CCB).

94. 产品经理建议进行设计变更，以便与竞争产品相比时增加产品价值，这些变更将会让公司收益，但涉及额外的活动。

项目经理应该做什么？

A. 将变更添加至工作分解结构（WBS）。

B. 增加预算，以包容这些变更。

C. 将这些变更更新到范围说明书中。

D. 向变更控制委员会（CCB）提交一份变更请求。

95. After a teleconference status meeting, a project manager determines that the customer takes longer than expected to respond to team questions. Since this may negatively impact the project, what should the project manager update?

A. Lessons learned register and schedule management plan

B. Risk register and risk management plan

C. Stakeholder engagement and communications management plans

D. Change request and communications management plan.

95. 在一次电话状态会议之后，项目经理确定客户需要比预期更长的时间来响应团队的问题。

因为这可能对项目造成负面影响，项目经理应该更新哪一项？

A. 经验教训登记册和进度管理计划

B. 风险登记册和风险管理计划

C. 相关方参与和沟通管理计划

D. 变更请求和沟通管理计划

96. A project manager met with relevant stakeholders to discuss risk-response strategies. The project manager noted that there was a generally pessimistic attitude toward the organization's ability to deliver the project within its defined scope, budget, and schedule.

What should the project manager do?

A. Reassess all risk outcomes, and update the risk register.

B. Understand and address stakeholder concerns.

C. Meet with the project sponsor to understand the organizational culture.

D. Ask the sponsor for advice on how to deal with these differing risk assessments.

96. 项目经理与相关方开会，讨论风险应对策略，项目经理注意到，对于组织在规定的范围、预算和进度计划内交付项目的能力，人们普遍持悲观态度。

项目经理应该做什么？

A. 重新评估所有风险结果，并更新风险登记册。

B. 了解并解决相关方担忧的问题。

C. 与项目发起人开会，以了解组织文化。

D. 询问发起人有关如何处理这些不同风险评估的建议。

97. A company found several projects to be implemented. While developing the business cases, the company uses net present value (NPV) to prioritize of the projects.

Which project should the company start first?

A. NPV=US\$ 15,000 with a payback period of three years

B. NPV=US\$ 15,000 with a payback period of five years

C. NPV=US\$ -25,000 with a payback period of three years

D. NPV=US\$ -25,000 with a payback period of five years

97. 一家公司发现有几个项目要实施。在制定商业讨论时，公司使用净现值（NPV）来确定项目的优先级。

公司应该首先开始哪个项目？

A. NPV=15, 000 美元，投资回收期为三年

B. NPV=15, 000 美元，投资回收期为五年

C. NPV=-25, 000 美元，投资回收期为三年

D. NPV=-25, 000 美元，投资回收期为五年

98. A project manager joins a new project, with an approved project charter and project management plan. To start the project. What should the project manager do next?

A. Create the work breakdown structure (WBS)

B. Schedule a project kick-off meeting

C. Acquire the necessary project resources

D. Define activities for the project management plan

98. 项目经理加入一个新项目，该项目的项目章程和项目管理计划已获批准。若要开始项目，项目经理下一步应该做什么？

- A.创建工作分解结构（WBS）
- B.安排召开项目启动大会
- C.获得必要的项目资源
- D.定义项目管理计划的活动

99. A project manager held a cost-benefit analysis workshop with key stakeholders to establish and justify project boundaries. After reviewing the results, the project manager found inconsistent values for expected benefits. What should the project manager do?

- A. Compute the average of the inconsistent values, and update the analysis to align with expected benefits.
- B. Log the inconsistencies as a risk, and assume that the risk aligns with the expected benefits outlined in the risk management plan.
- C. Engage with stakeholders to confirm that provided values align with the project's scope.
- D. Revise the project's scope based on stakeholder-provides values, and update the project charter.

99.项目经理与关键相关方举行了成本效益分析研讨会，以确定项目边界并证明其合理性。在审核结果后，项目经理发现预期收益的值不一致。

项目经理应该做什么？

- A.计算不一致值的平均值，并更新分析以符合预期收益。
- B.将该不一致性记录为一项风险，并假设风险与风险管理计划中列出的预期收益一致。
- C.接洽相关方，以确认所提供的值与项目范围一致。
- D.根据相关方提供的值修改项目范围，并更新项目章程。

100. In the third month of a six months project, a senior manager asks the project manager to include a new feature without impacting cost and time. What should the project manager do?

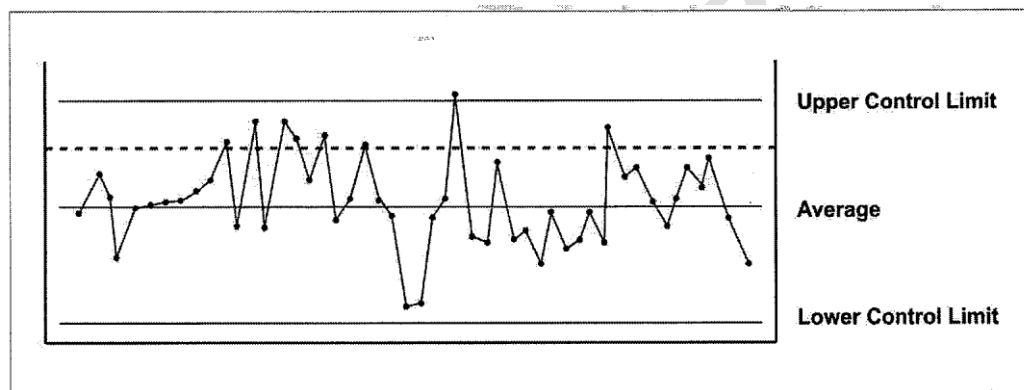
- A. Update the project plan to include the new feature
- B. Create a change request and evaluates the impacts
- C. Discussed the request with the sponso
- D. Update the project documents

100.在为期六个月项目的第三个月，一位高级经理要求项目经理在不影响成本和

时间的情况下增加一项新功能。项目经理应该怎么做？

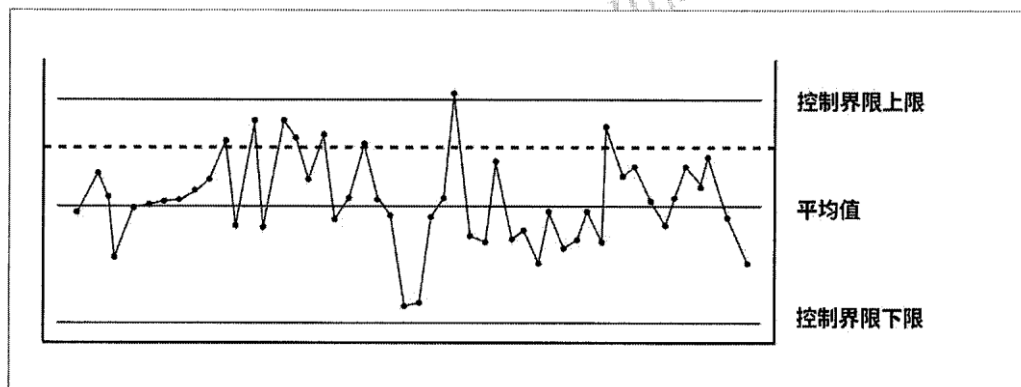
- A.更新范围计划，包含新功能
- B.创建变更请求并评估影响
- C.与发起人讨论该请求
- D.更新项目文件。

101. A project manager reviews a control chart produced by a subcontractor. Each dot represents one product and depicts its duration in the schedule. Based on the chart, what should the project manager do?



- A. Approve the products since only one dot is above the threshold.
- B. Reject the products because not all dots are on the average line.
- C. Approve the products since all measurements fit on the chart.
- D. Reject the products because the process is out of control.

101.项目经理审查由分包商提供的产品控制图。每个点代表一个产品，并在进度计划中描述其持续时间。根据这张图，项目经理应该做什么？



- A.批准产品，因为只有一个点高于临界值。
- B.拒绝产品，因为并非所有点都落在平均线上。
- C.批准产品，因为所有测量值均符合图表显示。

D.拒绝产品，因为这个过程失控了。

102. During project execution, an earthquake occurs that directly affects two deliverables critical paths. What should the project manager do?

- A. Determine which of the two deliverables should receive priority attention.
- B. Implement the appropriate risk responses outlined in the risk management plan.
- C. Establish the level of impact for each of the deliverables budgets.
- D. Ask the sponsor to increase the budget to deal with impact.

102.在项目执行期间，发生了一次地震，直接影响到两个可交付成果的关键路径，项目经理应该做什么？

- A.确定应该优先关注两个可交付成果中的哪一个。
- B.实施风险管理计划中所述的相应风险应对措施。
- C.确定每个可交付成果预算的影响程度。
- D.要求发起人增加预算，以处理影响。

103. A project manager is overseeing a serious risk that is neither avoidable, controllable, nor transferable. Since this risk requires extra funding, what should the project manager do?

- A. Mitigate the risk.
- B. Use the contingency reserve.
- C. Perform a qualitative risk analysis.
- D. Escalate the risk to an external party.

103.项目经理正在监督一个不可避免、不可控制、也无法转移的严重风险，由于这个风险需要额外的资金，项目经理应该做什么？

- A.减轻风险。
- B.使用应急储备。
- C.执行定性风险分析。
- D.将该风险升级上报给一个外部方。

104. A project manager realizes that project stakeholders are apprehensive about project deliverables and timelines. What should the project manager do?

- A. Ask the sponsor to reassure the stakeholders.
- B. Review the assumption log with the stakeholders.
- C. Meet with each stakeholder to gain an understanding of their concerns.
- D. Revisit the project management plan to reduce stakeholder uncertainties.

104. 项目经理意识到项目相关方对项目可交付成果和时间表感到担忧。项目经理应该做什么？

- A. 要求发起人让相关方放心。
- B. 与相关方一起查阅假设日志。
- C. 与每个相关方开会，以了解他们的担忧。
- D. 重新审视项目管理计划，以减少相关方的顾虑。

105. While planning a project's kick-off meeting, the project manager notices that several key stakeholders are spread across different time zones. This will make it difficult to bring everyone into the same meeting.

What should the project manager do?

- A. Arrange one kick-off meeting for each time zone and obtain commitment from all key stakeholders to attend.
- B. Arrange one kick-off meeting for the time zone that contains the majority of stakeholders
- C. Arrange one virtual meeting and ask key stakeholders who are unable to attend to watch the recorded session
- D. Arrange one-to-one meeting with each key stakeholder, gather all concerns raised, then set up smaller focused group meetings to address these concerns.

105. 在规划一个项目的启动大会时，项目经理注意到几位关键相关方分布在不同时区，这将难以让所有人都参加同一会议。

项目经理应该怎么做？

- A. 为每个时区都安排一次启动大会，并获得所有关键相关方的参与承诺
- B. 为包含大多数相关方的时区安排一次启动大会
- C. 安排一次虚拟会议，并要求无法参加会议的关键相关方观看录制的会议
- D. 与每位关键相关方安排一对一的会议，收集所有提出的问题，然后设置较小型的焦点小组会议来解决这些问题

106. A team member informs the project manager that a stakeholder requested limited distribution of progress reports to other stakeholders. What should the project manager do?

- A. Ask the team member to follow the request, and inform the sponsor.
- B. Have the stakeholder prepare a new project charter that includes this request.
- C. Escalate this request to the project sponsor for further review.

D. Explain it the stakeholder that communications management plan must be followed.

106. 一个团队成员通知项目经理，一个相关方要求向其他相关方有限制地分发进度报告，项目经理应该做什么？

- A. 要求团队成员遵循这项请求，并通知发起人。
- B. 让该相关方准备包含这项请求的新项目章程。
- C. 将这项请求升级上报给项目发起人进行进一步审查。
- D. 向该相关方解释必须遵循沟通管理计划。

107. Approval of the project charter for a software development project has been obtained and the project manager calls a meeting to prepare the project management plan. The project manager learns that the development team members are confused about their roles and responsibilities.

What should the project manager have done to avoid this?

- A. Created a stakeholder register
- B. Sharing the work breakdown structure (WBS)
- C. Reviewed the communication management plan
- D. Developed the project resource management plan

107. 一个软件开发项目的项目章程已获批准，项目经理召集会议准备项目管理计划，项目经理得知开发团队成员对他们的角色和职责感到困惑。

若要避免这个问题，项目经理应该事先做什么？

- A. 创建一份相关方登记册
- B. 分享工作分解结构（WBS）
- C. 审查沟通管理计划
- D. 制定项目资源管理计划

108. A project is experiencing difficulties and the project status report is due. However, the project sponsor is on leave.

What should the project manager do?

- A. Send the status report as planned.
- B. Hold distribution of the status report until the project sponsor returns.
- C. Ask team members to directly communicate the project's progress to their business contacts.
- D. Send the status report to the project management office (PMO), and ask the PMO

manager to distribute a summary.

108. 一个项目遇到困难，且项目状态报告到期。但是，项目发起人正在休假。
项目经理应该做什么？

- A. 按计划发送状态报告。
- B. 暂停分发状态报告，直到项目发起人休假回来。
- C. 要求团队成员直接将项目进度传达给他们的业务联系人。
- D. 将状态报告发送到项目管理办公室（PMO），并要求 PMO 经理分发摘要。

109. During a project's execution phase, the project manager realizes that one vendor has been failing to send status reports. What should the project manager do?

- A. Review the contract's communication requirements.
- B. Send the vendor a formal complaint.
- C. Speak with the vendor to reinforce the importance of sending reports.
- D. Include the vendor in regular project status meetings.

109. 在项目执行阶段，项目经理意识到一个供应商未能发送状态报告。项目经理应该做什么？

- A. 审查合同的沟通需求。
- B. 向供应商发送正式投诉。
- C. 与该供应商交谈，以强调发送报告的重要性。
- D. 邀请该供应商参加定期的项目状态会议。

110. To meet new government tax regulations under development, an organization initiates a project to revise its enterprise resource planning (ERP) system. What should the project manager do when managing this project?

- A. Use a fixed price with economic price adjustment (FPEP)
- B. Develop a flexible statement of work (SOW) that has a clear exit clause.
- C. Place it on hold until the new regulations have been clearly defined.
- D. Create a time and material (T&M) contract.

110. 为了满足正在制定的政府税收新法规，一家组织启动了一个项目，来修改其企业资源规划（ERP）系统。在管理这个项目时，项目经理应该做什么？

- A. 使用总价加经济价格调整合同（FPEPA）。
- B. 制定一份灵活的工作说明书（SOW），规定明确退出条款。
- C. 将其搁置，直到新法规得到明确规定。

D.创建一份工料合同（T&M）。

111. After handing over all project deliverables to the client, the project manager conducts an internal celebratory meeting. However, after inspecting the deliverables, the customer's quality inspector claims that there are some unacceptable defects.

What should the project manager do?

- A. Review the quality inspector's claim and estimate the cost impact.
- B. Ask a project lead to conduct an additional inspection.
- C. Refer to the deliverable's quality assurance records for proof of defects.
- D. Reject this claim since the customer approved the delivery documents.

111.在将所有项目可交付成果移交给客户后，项目经理举行内部庆祝会议，但是，在检查可交付成果后，客户的质量检查员主张存在一些不可接受的缺陷。

项目经理应该做什么？

- A.审查质量检查员的主张，并估算成本影响。
- B.要求项目主管进行额外检查。
- C.查阅可交付成果的质量保证文件，以获得缺陷证明。
- D.由于客户已批准了交付文件，因此拒绝这项主张。

112. A team member claims that their assigned task cannot be completed with the scheduled one-week time frame, but another team member asserts that it can. What should the project manager do?

- A. Reassign the work to the team member who can complete the task on time.
- B. Have the team member meet to agree on a time frame.
- C. Insist that the team member assigned with this task complete it within one week.
- D. Revise the time frame for task completion to two weeks.

112.一位团队成员称分配给其的任务无法在计划的一周时间内完成，但另一位团队成员却称其可以，项目经理应该做什么？

- A.将工作重新分配给可以按时完成任务的团队成员。
- B.让团队成员开会，就时间表达成一致意见。
- C.坚持由分配到该任务的团队成员在一周内完成。
- D.将任务完成的时间表修改为两周。

113. After the customer accepts the project deliverable, the project manager begins archiving the project documents. Meanwhile the project manager is assigned to a new, highly visible project before closure of the earlier project is complete.

What should the project manager do?

- A. Complete the company's minimum records retention requirements
- B. Start working on the new project
- C. Consult with stakeholders from the earlier project
- D. Close the project according to the project management plan

113. 在客户验收项目可交付成果后，项目经理开始存档项目文件。同时，在完成前一个项目的收尾工作之前，项目经理被任命管理一个新的、引人注目的项目。项目经理应该怎么做？

- A. 完成公司的最低记录保存要求
- B. 开始在新项目上工作
- C. 与前一个项目的相关方商量
- D. 按照项目管理计划进行项目收尾

114. A marketing director and project manager meet to outline the year's marketing goals and the project they need to achieve them. The director asks the project manager to ensure that the project is delivered as instructions. What should the project manager do next to obtain approval?

- A. Submit the project management plan to the sponsor
- B. Participate in the development of the project charter
- C. Define the project scope statement
- D. Define the project requirements

114. 市场营销总监和项目经理开会概括了今年的营销目标，以及为了实现这些目标需要完成的目标。总监要求项目经理确保项目按指示交付。

为了获得批准，项目经理下一步应该怎么做？

- A. 将项目管理计划提交给发起人
- B. 参与制定项目章程
- C. 定义项目范围说明书
- D. 定义项目需求

115. A project manager receives a report from the team that new widgets being created fail to conform to required project specifications. The report lists multiple causes for the non-conformance under individual problem areas, which could lead to the identification of the problem's root cause.

What type of data representation tool or technique did the team use?

- A. Affinity diagram
- B. Ishikawa diagram
- C. Flowchart
- D. Histogram

115. 项目经理从团队收到一份报告，称正在创建的新组件未能符合项目规范的要求，这份报告列出了各个问题领域中不合格的多种原因，而这可能识别出问题的根本原因。

团队使用的是哪一种数据表示工具或技术类型？

- A. 亲和图
- B. 石川图
- C. 流程图
- D. 直方图

116. A project manager learns from the sponsor that, due to a contract requirement, a specific technology must be used for the project. The project manager discovers that one team member who will be required to use this new technology, has no previous experience working with it.

What should the project manager do?

- A. Revise the contract to allow for a different technology solution to be used so that all team members feel comfortable.
- B. Delegate all technology-related tasks to a team member who is experienced with technology.
- C. Refer to the resource management plan to determine if there is scheduled training in which the team member may participate.
- D. Increase the team member's task durations, and adjust the schedule accordingly.

116. 项目经理从发起人处获悉，由于一项合同要求，必须为项目使用某项特定技术，项目经理发现，一名将被要求使用这项新技术的团队成员之前没有使用过这种技术的经验。

项目经理应该做什么？

- A. 修改合同以允许使用不同的技术解决方案，以便所有团队成员都感到舒适。
- B. 将所有与该技术相关的任务委派给具有该技术经验的团队成员。
- C. 参考资源管理计划，以确定是否有该团队成员可以参加的预订培训。
- D. 增加该团队成员的任务持续时间，并相应地调整进度计划。

117. Ninety percent of a project's planned activities are complete, and its test milestone is approaching. This milestone includes a change that was previously approved by the change control board (CCB). During a stakeholder review meeting, two stakeholders argue about the validity and necessity of the approved change.

What should the stakeholder do?

- A. Review the stakeholder engagement plan, and facilitate approved change information to stakeholders.
- B. Resubmit the change request to the CCB for review.
- C. Register this as a key risk, and identify appropriate corrective actions.
- D. Consult the lessons learned documents from similar projects to propose corrective actions.

117.项目计划活动的百分之九十已经完成，其最后一个里程碑即将来临，该里程碑包含先前由变更控制委员会(CCB)批准的一项变更，在相关方审查会议期间，两位相关方就该项已批准变更的有效性和必要性进行争论。”

项目经理应该做什么？

- A.审查相关方参与计划，并将已批准变更的信息提交给相关方。
- B.将变更请求重新提交给 CCB 进行审查。
- C.将该问题登记为一项关键风险，并确定适当的纠正措施。
- D.查阅类似项目的经验教训文件，以提出纠正措施。

118. A third-party vendor was contracted to deliver one of a project's primary components during the execution phase. Although the vendor delivered on time, the project manager discovers that the component failed to meet approved standards.

Since the project is in its final phase of closure and handover, what should the project manager do?

- A. Note that the component failed to meet standards, communicate it to the vendor, and close the project.
- B. Investigate the issue by referring to the formal acceptance of the vendor's work.
- C. Review the component's records and documents.
- D. Close the project with guidance from the project management office (PMO).

118.在执行阶段，一个已签约的第三方供应商交付了项目的主要组件之一。虽然该供应商按时交付组件，但项目经理发现该组件未能满足批准的标准。由于项目处于收尾和移交的最终阶段，项目经理应该做什么？

- A.将组件未能满足标准记录下来，将其传达给供应商，然后结束项目。
- B.通过查阅对供应商工作的正式验收文件来调查该问题。
- C.审查该组件的记录和文件。
- D.在项目管理办公室（PMO）的指导下结束该项目。

119. A project subject master expert (SME) identifies a major flaw in a vendor's product and requests a corrective action. A key stakeholder disagrees strongly. The project manager discussed the situation with the stakeholder and the SME. What should the project manager do next?

- A. Escalate the issue to the project sponsor for resolution.
- B. Obtain a second opinion from another SME.
- C. Project with the corrective action.
- D. Discuss the issue with the entire project team.

119.一位项目主题专家（SME）发现供应商产品中存在重大缺陷并要求采取纠正措施，一位关键相关方强烈反对，项目经理与该相关方和该主题专家讨论了这一情况。

项目经理下一步应该做什么？

- A.将该问题升级上报给项目发起人解决。
- B.获得另一位主题专家的其他意见。
- C.继续进行纠正措施。
- D.与整个项目团队讨论该问题。

120. While working on an important project deliverable, a team member informs the project manager that applying a change used in a previous project will save time and reduce costs.

What should the project manager do next?

- A. Implement the change immediately.
- B. Prepare a change request for approval.
- C. Explain the change to stakeholders.
- D. Meet with the team to describe the change.

120.在处理一项重要项目可交付成果的工作时，一名团队成员通知项目经理，先前项目中使用的一项变更将节省时间并降低成本。项目经理下一步应该做什么？

- A.立即实施该变更。
- B.准备变更请求以获得批准。

C.向相关方解释该变更。

D.与团队开会，以描述该变更。

121. At the beginning of a project, a project manager must prepare a quick, high-level cost estimate. The project manager previously worked a project of similar size and complexity

What tools and techniques should the project manager use to develop the estimate?

A. Three-point estimating and cost of quality (COQ)

B. Top-down estimating and decision making

C. Expert judgment and analogous estimating

D. Bottom-up estimating and reserve analysis

121.一个项目开始时，项目经理必须准备一份快速、高层级的成本估算，该项目经理之前管理过一个具有类似规模和复杂性的项目。

项目经理应该使用下列哪项工具或技术来准备估算？

A.三点估算和质量成本（COQ）

B.自上而下估算和制定决策

C.专家判断和类比估算

D.自下而上估算和储备分析

122. A new key stakeholder is concerned that the project manager failed to send an important update regarding the project schedule, what should the project manager have followed to prevent this?

A. Stakeholder communication requirements

B. Communications management plan

C. Work performance reports

D. Project communications

122.一名新的关键相关方担心项目经理没有发送有关项目进度的重要更新。若要预防这个问题，项目经理应该实现事先遵循什么？

A.相关方沟通需求

B.沟通管理计划

C.工作绩效报告

D.项目沟通

123. An organization is kick-starting a project in an emerging market where regulation will rapidly and continuously change during its life cycle. The project sponsor asks

the project manager for a budget forecast.

What tools and techniques should the project manager use to provide this?

- A. Alternatives analysis
- B. Morite Cario analysis
- C. Fish bone diagram
- D. Three-point estimating

123. 一家组织正在一个新兴市场启动一个项目。这个市场的法规将在项目的生命周期中快速而持续地发生变化，项目发起人要求项目经理提供预算估测。

项目经理应使用什么工具或技术来提供预算预测？

- A. 备选方案分析
- B. 蒙特卡洛分析
- C. 鱼骨图
- D. 三点估算

124. A project team is struggling with prioritizing project risks. What should the project manager instruct the team to do next?

- A. Create influence diagram
- B. Conduct a cost-benefit analysis
- C. Perform a decision tree analysis
- D. Develop a probability and impact matrix

124. 项目团队正在努力为项目风险进行优先级排序。项目经理应该指示团队下一步做什么？

- A. 创建一份影响图。
- B. 进行成本效益分析。
- C. 执行决策树分析。
- D. 制定概率和影响矩阵。

125. A project manager is verifying that all project-deliverable documents are updated and all issues are resolved. What process does this decision?

- A. Monitor and control project work
- B. Perform integrated change control
- C. Manage project knowledge
- D. Close project or phase

125. 项目经理正在核实所有项目可交付成果文件已更新，且所有问题均已解决。

这描述了什么过程？

- A. 监控项目工作
- B. 实施整体变更控制
- C. 管理项目知识
- D. 结束项目或阶段

126. During the collection of stakeholder requirements, a disagreement between two key stakeholder's delays sponsor approval of the project charter. What should the project manager do?

- A. Escalate the issue to the project sponsor.
- B. Remove all conflicting requirements.
- C. Use conflict resolution techniques.
- D. Conduct a benefits analysis with relevant stakeholders.

126. 在收集相关方需求期间，两个关键相关方之间的分歧推迟了发起人对项目章程的批准。

项目经理应该做什么？

- A. 将该问题升级上报给项目发起人。
- B. 删除所有冲突的需求。
- C. 使用冲突解决技术。
- D. 与相关的相关方一起执行效益分析。

127. A sponsor rejects a project charter because defined business requirements a project manager has one month to gather more information and resubmit the project charter for approval.

How should the project manager gather more detailed business requirements?

- A. Hold interviews and focus groups.
- B. Conduct a conflict-management session.
- C. Refer to the checklist.
- D. Review the lessons learned repository.

127. 发起人拒绝批准项目章程，因为定义的业务需求不明确。项目经理有一个月的时间来收集更多信息，并重新提交项目章程以供批准。

项目经理应该如何收集更详细的业务需求？

- A. 进行访谈和焦点小组会议。

- B. 召开冲突管理会议。
- C. 参考核对单。
- D. 查看经验教训库。

128. During project execution, a project manager learns that a resource's role has expanded from conducting risk analysis for this project to conducting risk analysis for other organizational projects as well. As a result, the resource's effort and duration have increased for this project. Which impacts the schedule.

What should the project manager do?

- A. Request more project resource to handle the additional effort.
- B. Update the project schedule to reflect the additional effort, and inform the sponsor.
- C. Conduct an impact assessment, and process it according to the change management plan.
- D. Enforce the definition of that role as outlined in the project management plan.

128. 在项目执行期间，项目经理了解到一个资源的角色已经从为该项目进行风险分析扩展到也为其他组织的项目进行风险分析。因此，该资源在该项目的工作和持续时间都有所增加，而这会影响进度。

项目经理应该做什么？

- A. 要求更多的项目资源来处理额外工作。
- B. 更新项目进度计划，以反映额外工作，并通知发起人。
- C. 进行影响评估，并根据变更管理计划进行处理。
- D. 按照项目管理计划中的说明强制执行该角色的定义。

129. Two of the most critical resource on a project team privately informs the project manager that they have resigned and will leave the project within a month. These members are very popular, and others in the team look to them advice and support.

What should the project manager do?

- A. Postpone action, since the two members are still on the team for another month.
- B. Send an email to all team members to inform them of the resignations.
- C. Conduct a team meeting to announce the resignations and address any concerns.
- D. Ask the team members to refrain from discussing their resignations so that morale is not impacted.

129. 项目团队中两名最关键的资源私下告知项目经理他们已经辞职并将在一个月內离开项目，这两位成员非常受欢迎，团队中的其他成员也向他们寻求建议和

支持。

项目经理应该做什么？

- A. 推迟行动，因为这两名成员仍会在团队待一个月。
- B. 向所有团队成员发送一封电子邮件，告知这两名成员辞职的信息。
- C. 举行团队会议，宣布这两名成员辞职并解决任何疑虑。
- D. 要求团队成员不要讨论这两位成员辞职的信息，以免士气受到影响。

130. After writing the project management plan, the project manager sends it to the project sponsor for review. Meanwhile, the client asks for early draft. What should the project manager do?

- A. Provide the client with the plan in draft format for comments.
- B. Ask the project sponsor for permission to send the client a draft.
- C. Reject the request as the document may be incomplete and contain errors.
- D. Inform the client that the plan is under final review and will be submitted thereafter

130. 编写完项目管理计划后，项目经理将其发送给项目发起人进行审查。同时，客户要求提供一份初稿。项目经理应该做什么？

- A. 向客户提供计划的初稿，以供评论。
- B. 要求项目发起人允许向客户发送草稿。
- C. 拒绝该请求，因为文件可能不完整并包含错误。
- D. 告知客户该计划正在进行最终审查，将在之后提交。

131. A key stakeholder is concerned about the project because the project manager fails to provide status updates. What should the project manager do?

- A. Meet with the stakeholder to provide the updates.
- B. Conduct project review meetings with all stakeholders.
- C. Review the communications management plan with all team members.
- D. Send an updated communication management plan to the stakeholders.

131. 由于项目经理未能提供项目状态更新，一位关键相关方对项目感到担心，项目经理应该做什么？

- A. 与该相关方开会，以提供更新。
- B. 与所有相关方一起召开项目评审会议。
- C. 与所有团队成员一起审查沟通管理计划。
- D. 将更新后的沟通管理计划发送给相关方。

132. A project manager knows that communication channels were disrupted a regular project team meeting.

What should the project manager do to ensure that all project team members are equality informed?

- A. Send the meeting minutes to all team members
- B. Ask the participants for their input
- C. Replan the project team meeting with proper communication channels
- D. Adds this information to the issue log

132.项目经理得知一次定期项目团队会议上的沟通渠道中断。项目经理应该做什么来确保所有项目团队成员都同样了解项目情况？

- A.向所有团队成员发送会议记录
- B.询问参与者的意见
- C.重新计划一次具有适当沟通渠道的项目团队会议
- D.在问题日志中添加该信息

133. During a project's execution phase, the production manager asks the project manager to incorporate a change that has been proven to significantly increase output. What should the project manager do first?

- A. Incorporate the proposed change.
- B. Update the change log.
- C. Submit a change request to the change control board (CCB)
- D. Ask the production manager to conduct a cost-benefit analysis.

133.在项目执行阶段，生产经理要求项目经理包含一项已经证明可以显著提高产量的变更，项目经理首先应该做什么？

- A.包含提议的变更。
- B.更新变更日志。
- C.向变更控制委员会（CCB）提交一份变更请求。
- D.要求生产经理进行成本效益分析。

134. During project execution, a project manager realizes that several key stakeholders critical to project success are not included in the stakeholder engagement plan. What should the project manager do to engage and manage these stakeholders?

- A. Meet with all stakeholders to include the realizes the newly identify stakeholders.
- B. Add the newly identified stakeholders to the responsible, accountable, consult, and

inform (RACI) chart, and send them the information.

C. Gain an understanding of the newly identified stakeholder's level of influence and authority.

D. Inform the newly identified stakeholders of their project responsibilities.

134. 在项目执行期间，项目经理意识到对项目成功至关重要的几个关键相关方不包含在相关方参与计划中。项目经理应该如何让这些相关方参与并管理这些相关方？

A. 与所有相关方开会，介绍新识别的相关方。

B. 将新识别的相关方添加至执行、负责、咨询和知情图，并向他们发送信息。

C. 了解新识别相关方的影响力和职权级别，并准备一份状态报告以向他们提供更新信息。

D. 向新识别的相关方通知他们的项目职责。

135. For the past six months, a project manager has struggled with defining a project's scope. The project team has been working with the customer to make small adjustments to the requirements but is taking longer than expected. What should the project manager do to complete the scope?

A. Conduct a data-gathering meeting to review the collected requirements.

B. Internally finalize the requirements with the team, and share them with the client.

C. Facilitate a workshop to agree on the final requirements.

D. Provide training to the team on collecting requirements best practices.

135. 过去六个月中，项目经理一直在努力定义项目的范围。项目团队一直与客户合作，对需求进行小幅调整，但耗时超过预期。

若要完成范围定义，项目经理应该做什么？

A. 召开数据收集会议，以审查收集到的需求。

B. 与团队一起在内部最终确定需求，并分享给客户。

C. 安排召开研讨会，就最终需求达成一致意见。

D. 为团队提供有关需求收集的最佳实践培训。

136. A project manager is leading a medium-priority project in a balanced matrix company. Some of this project's team members are now required for higher-priority projects.

What should the project manager do to determine what resources are available for their project?

- A. Ask the project management office (PMO)
- B. Communicate with the functional managers.
- C. Check with each resource to undermine their workload.
- D. Review the resource management plan.

136. 项目经理在一个平衡矩阵式组织中管理一个中等优先级项目。现在，更高优先级的项目需要该项目的一些团队成员。

若要确定哪些资源对其项目可用，项目经理应该做什么？

- A. 询问项目管理办公室（PMO）。
- B. 与职能经理沟通。
- C. 与每个资源核对，以了解他们的工作量。
- D. 审查资源管理计划。

137. Once a project is handed over to operation. What should a project manager do next?

- A. Submit the lessons learned register to stakeholders
- B. Incorporate stakeholder feedback into the lessons learned repository.
- C. Archive all project documents, and provide access to stakeholders.
- D. Conduct a performance review, and release project resources.

137. 一旦项目移交给运营团队，项目经理下一步应该做什么？

- A. 将经验教训登记册提交给相关方。
- B. 将相关方的反馈加入经验教训库。
- C. 归档所有项目文件，并向相关方提供访问权限。
- D. 进行绩效评估，并释放项目资源。

138. A project's final deliverables were recently accepted. Subsequently, a new stakeholder asks to add parameters to suit their requirements.

What should the manager do?

- A. Ask the sponsor to extend the project's deadline to accommodate implementation of the requirements.
- B. Prepare project close-out documents, and share the final report with stakeholders.
- C. Gather the stakeholder's requirements, and submit a change request.
- D. Conduct a project review meeting to ensure that all stakeholders are aligned with the new requirements.

138. 一个项目的最终可交付成果最近已获验收，随后，一位新的相关方要求添加

参数以满足其需求。项目经理应该做什么？

- A. 要求发起人延长项目的截止日期，以满足需求的实施。
- B. 准备项目结束文件，并与相关方分享最终报告。
- C. 收集该相关方的需求，并提交变更请求。
- D. 举行项目评审会议，以确保所有相关方都对新需求保持一致意见。

139. Due to cross- cultural differences, stakeholders of a multinational project fail to approve the project management plan. To mitigate this issue. What should the project manager have done?

- A. Reviewed / updated the issue log to reflect that project management plan may not receive approval
- B. Requires earlier feedback from the stakeholders
- C. Updated the stakeholders register and paid attention to non-verbal cues
- D. Trained the team on a common communication language

139. 由于跨文化差异，一个跨国项目的相关方未能批准项目管理计划。为减轻这个问题，项目经理应该事先做什么？

- A. 审查/更新问题日志，以反映项目管理计划可能不会获得批准
- B. 要求相关方提前反馈
- C. 更新相关方登记册并注意到非语言线索
- D. 用一种通用的沟通语言培训团队

140. A project manager conducted a risk analysis for the program manager. The program manager changed the priority of risk items, and now the project is experiencing significant delays.

What should be the project manager do?

- A. Escalate it to the project sponsor.
- B. Update the issue log with the delay.
- C. Work with the team to bring the schedule back on track.
- D. Accept the delays and document it in the project management report

140. 项目经理进行了风险分析，以供项目集经理审查。项目集经理改变了风险项的优先级，现在该项目正在经历严重延期。

项目经理应该做什么？

- A. 将问题升级上报给项目发起人。
- B. 将该延期更新到问题日志中。

C.与团队合作，以便进度计划恢复正常。

D.接受延期，并将其记录在项目管理报告中。

141. During a city hall project meeting, the mayor presents a proposal to refurbish the city's central park. Several store owners request weekly project progress reports.

What should the project manager update?

A. Statement of work (SOW)

B. Project commissioning plan

C. Stakeholder engagement plan

D. Communications management plan

141.在市政厅项目会议期间，市长提出翻新该城市中央公园的建议。一些商店业主请求提供每周项目进度报告。项目经理应更新哪一项内容？

A.工作说明书（SOW）

B.项目调试计划

C.相关方参与计划

D.沟通管理计划

142. During project planning, the project manager wants to transfer as many cost overrun risks as possible to the supplier. What type of contract should the project manager use?

A. Cost plus incentive fee (CPIF)

B. Cost plus fixed fee (CPFF)

C. Firm fixed price (FFP)

D. Fixed price with economic price adjustment (FPEPA)

142.在项目规划期间，项目经理希望将尽可能多的成本超支风险转移给供应商。项目经理应使用哪一个合同类型？

A.成本加激励费用（CPIF）、

B.成本加固定费用（CPFF）

C.固定总价（FFP）

D.总价加经济价格调整（FPEPA）

143. During a review meeting, a developer identifies a risk in the product's performance. What should the project manager do?

A. Initiate a change request

B. Update project documents

- C. Use expert judgment for an independent risk assessment
- D. Assign another developer to fix the issue.

143. 在评审会议期间，开发人员识别到存在产品性能的风险。项目经理应该做什么？

- A. 提出变更请求
- B. 更新项目文件
- C. 使用专家判断进行独立风险评估
- D. 分配另一名开发人员解决该问题

144. A project manager is leading a new project that involved cross-functional requirements and changes. Some key stakeholders are resisting the changes.

What should the project manager do?

Conduct a facilitation workshop

- A. Conduct a facilitation workshop.
- B. Plan a team-building exercise
- C. Gather stakeholder requirements
- D. AKS the project management office (PMO) FOR Assistance.

144. 项目经理正在领导一个涉及跨职能需求和变更的新项目，一些关键相关方正在抵制这些变更，项目经理应该做什么？

- A. 举行引导式研讨会
- B. 计划团队建设练习
- C. 收集相关方需求
- D. 请项目管理办公室（PMO）协助

145. Stakeholders claims that a feature is missing from a deliverable. This feature was not mentioned in any prior discussions. and was not included in the acceptance criteria, however, the stakeholders insist that the feature is necessary to take full advantage of the deliverable.

What should the project manager do?

- A. Implement the deliverable and submit a change request for the missing feature
- B. Implement the deliverable and begin work on the missing feature
- C. Defer implementing the deliverable and submits a change request for the missing feature
- D. Defer implementing the deliverable and begin work on the feature

145. 相关方称一个可交付成果中遗漏一项功能。之前的任何讨论中都没有提到这项功能，也没有被纳入验收标准。然而，相关方却坚持认为这项功能是必要的，可以充分利用该可交付成果。项目经理应该怎么做？

- A. 实施该可交付成果并为遗漏的功能提交变更请求
- B. 实施该可交付成果并开始遗漏功能的工作
- C. 推迟实施该可交付成果并为遗漏的功能提交变更请求
- D. 推迟实施该可交付成果并开始遗漏功能的工作。

146. While executing a project that is nearly behind schedule, a project manager must commission a new piece of equipment. A local party, who will be impacted by this, asks that the project be immediately stopped because they were not given an opportunity to provide project approval.

What should the project manager have done to avoid this?

- A. Used conflict management techniques
- B. Obtained sign-off and approval of the project charter from all stakeholders
- C. Used negotiating and influence techniques and skills
- D. Implemented a stakeholder management plan

146. 在执行一个几乎落后于进度的项目时，项目经理必须尝试执行一台新设备。受此影响的一个本地机构要求立即停止项目，因为没有向他们提供批准项目的机会。若要避免这个问题，项目经理应该事先做什么？

- A. 使用冲突管理技术
- B. 获得所有相关方签署和批准项目章程
- C. 使用谈判和影响技巧和技能
- D. 实施相关方参与计划

147. During the last week of the project, a strong storm causes damage and impacts the project's delivery date? What should the project manager do?

- A. Use the reserve analysis technique
- B. Update the risk register
- C. Submit a change request
- D. Report it to the project sponsors

147. 在项目的最后一个星期，一场强风暴造成损害并影响项目的交付日期。项目经理应该

- A.使用储备分析技术
- B.更新风险登记册
- C.提交变更请求
- D.将其报告给项目发起人

148. While preparing for a project's kick-off, the project manager learns that their organization had previous negative work experiences with the customer. Since the project manager wants a positive collaboration during the new project, they need to understand what went wrong in the past.

What previous project documents for this customer should the project manager review?

- A. Risk registers and issue logs
- B. Project management plans
- C. Lessons learned repositories
- D. Project scopes and deliverables

148.在准备项目开工时，项目经理了解到他们组织之前曾与客户有过负面的工作经验。由于项目经理希望在新项目期间开展正面合作，需要了解过去出现过哪些问题。项目经理应该审查之前有关该客户的哪些项目文件？

- A.风险登记册和问题日志
- B.项目管理计划
- C.经验教训库
- D.项目范围和可交付成果

149. A government-approved taxation change must be implemented in six months, what should the project manager do?

- A. Meet with all relevant stakeholders to discuss its impact.
- B. Meet with appropriate departments to communicate the agreed upon project response to all stakeholders.
- C. Inform all relevant stakeholders of the change and the identified response.
- D. Include the change in the project cost estimate, and inform all relevant stakeholders.

149.一项政府批准的税收变更必须在六个月内实施。项目经理应该做什么？

- A.与所有有关的相关方开会，讨论其影响。
- B.与相关部门开会，向所有相关方传达商定的项目应对措施。

C.将该变更与确定的应对措施通知给所有相关方。

D.将该变更包含在项目成本估算中，并通知所有有关的相关方。

150. A project manager receives an email requesting modification to a project's baseline. From whom should the project manager request formal approval to implement this change?

A. Project management office (PMO)

B. Change control board (CCB)

C. Project customer

D. Project sponsor

150.项目经理收到一封电子邮件，要求修改项目基准。若要实施这项目变更，项目经理应该从谁那里请求正式的批准？

A.项目管理办公室（PMO）

B.变更控制委员会（CCB）

C.项目客户

D.项目发起人

151. A raw material being used as part of the product deliverable may not comply with quality standards. The probability of a risk occurrence is low; however, the impact is high because the company would absorb the cost of the vendor's mistake. There is an approved secondary supplier.

A. Accept

B. Share

C. Avoid

D. Escalate

151.用作产品可交付成果组成部分的一种原材料可能不符合质量标准，发生风险的概率很低，但是影响很大，因为公司将承担供应商错误的成本，而且没有经过批准的二级供应商。

项目经理应使用什么风险策略？”

A.接受

B.分享

C.回避

D.升级上报

152. A project manager determines that the a project's schedule performance index (SPI) is 1.2, and its cost performance index (CPI) is 0.8. What is the project a current status?

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

152.项目经理确定项目的进度绩效指数（SPI）为 1.2，成本绩效指数（CPI）为 0.8。项目目前的状态是什么？

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

153. While reviewing the financial performance of all projects, the project management office(PMO) raises one project as a concern. The project manager is confident that this project is performing well based on project owner and stakeholder feedback.

What metric should the project manager apply to quantify their assumption?

- A. Earned value (EV)
- B. Cost baseline comparison
- C. Cost performance index (CPI)
- D. Financial performance

153.在审查所有项目的财务业绩时，项目管理办公室（PMO）提出对一个项目感到担忧，根据项目所有者和相关方的反馈，项目经理确信项目表现良好。项目经理可以应用哪一个指标？

- A.挣值（EV）
- B.成本基准对比
- C.成本绩效指数（CPI）
- D.财务绩效

154. A project is going well and key performance indicators (KPIs) are positive. A new market need arises that requires adding an extra feature to the scope.

What should the project manager do?

- A. Review the market need with change control board (CCB).
- B. Incorporate the extra feature into the scope.
- C. Reject the extra feature to keep the project on track.
- D. Create a separate project to address the market need.

154. 项目进展顺利，关键绩效指标（KPI）为正数，这时出现了新的市场需求，需要在范围中添加额外的功能。项目经理应该做什么？

- A. 与变更控制委员会（CCB）一起审查市场需求。
- B. 在范围中包含额外的功能。
- C. 拒绝额外的功能，以保持项目正常进行。
- D. 创建一个单独的项目，以解决市场需求。

155. A project has a schedule performance index (SPI) of 1.2 for all project work, and an SPI of 0.8 for the critical path. How should the project manager classify this project?

- A. Behind schedule
- B. Ahead of schedule
- C. On schedule
- D. On schedule and at risk

155. 一个项目的所有项目工作进度绩效指数(SPI)为 1.2, 关键路径的 SPI 为 0.8, 项目经理应该如何对这个项目进行分类？

- A. 落后于进度
- B. 超前于进度
- C. 符合进度
- D. 符合进度，但有风险

156. A project manager has a team of diverse professionals with different backgrounds. During project execution, the project manager notices that one team member is struggling with completing tasks on time and meeting quality expectations.

What should the project manager do to address this issue?

- A. Escalate the performance issue to management.
- B. Give the team member more time to project tasks.
- C. Schedule daily meetings with the team to obtain updates from all members.
- D. Meet privately with the team member to discuss their performance and identify a solution.

156. 项目经理拥有一支由不同背景的不同专业人士组成的团队，在项目执行期间，项目经理注意到一个团队成员正在艰难按时完成任务并满足质量期望。若要解决这个问题，项目经理应该做什么？

- A. 将该绩效问题升级上报给管理层。
- B. 为该团队成员提供更多时间来适应项目任务。
- C. 安排与团队召开每日会议，以获得所有成员的更新。
- D. 与该团队成员私下会面，讨论其绩效并确定解决方案。

157. During a project's planning phase, required external and internal resources are conflicted. What should the project manager do to resolve this?

- A. Generate a responsible accountable, consult, and inform (RACI) chart.
- B. Review a traditional organizational chart.
- C. Develop a structure based on lessons learned.
- D. Create a responsibility assignment matrix (RAM).

157. 在项目的规划阶段，所需的外部 and 内部资源会发生冲突，项目经理如何解决这个问题？

- A. 生成执行、负责、咨询和知情（RACI）图。
- B. 查看传统的组织结构图。
- C. 根据经验教训建立结构。
- D. 创建责任分配矩阵（RAM）。

158. A project requires that a feasibility study be conducted for the sale of products in a new country.

What type of contract should the project manager use?

- A. Time and material (T&M)
- B. Fixed price with economic price adjustment (FP-EPA)
- C. Cost plus award fee (CPAF)
- D. Cost plus incentive fee (CPIF)

158. 一个项目需要进行在一个新国家销售产品的可行性研究，项目经理应该使用什么合同类型？

- A. 工料合同（T&M）
- B. 总价加经济价格调整合同（FP-EPA）
- C. 成本加奖励费用合同（CPAF）

D.成本加激励费用合同（CPIF）

159. Prior to receiving a signed agreement from a steady customer, a project manager assumes a project with an aggressive completion date. What should the project manager do next?

- A. Obtain authorization from the project sponsor to begin the project.
- B. Meet with the customer to expedite negotiation of the project agreement.
- C. Engage resources to meet the completion date.
- D. Create a contingency reserve to allow for schedule crashing.

159.在收到一个关系稳固的客户签署的协议之前，项目经理假定项目具有激进的完成日期。

项目经理下一步应该做什么？

- A.获得项目发起人的授权以开始该项目。
- B.与客户开会，加快项目协议的谈判。
- C.让更多项目资源参与，以满足完成日期。
- D.创建应急储备以允许对进度计划赶工。

160. A project team failed to a high risk, so the mitigation action was not performed on time. The project manager instructs the team to perform the action immediately, but another manger overrules that since there was no negative impact.

What should the project manager do next?

- A. Reassess the risk with the team.
- B. Follow the manger's instructions.
- C. Submit a change request.
- D. Ask the team why the risk was not monitored.

160.项目团队未能监督一项高风险，因此未能按时执行减轻措施，项目经理指示团队立即执行该措施，但另一位经理否决了这一指示，因为对项目没有造成负面影响。项目经理下一步应该做什么？

- A.与团队一起重新评估风险。
- B.遵循经理的指示。
- C.提交变更请求。
- D.询问团队未能监督风险的原因。

161. A key deliverable is about to be sent to the customer. Team members complain about the time and number of tasks that need to be performed as part of the quality

assurance process. The Project manager needs the deliverable to be ready soon to obtain the first project payment.

What should the project manager do to get the deliverable on time?

- A. Refer team members to the project management plan
- B. Determine customer requirements and stakeholder expectations
- C. Perform a cause-and-effect analysis
- D. Conduct a Project audit on the process and methods used

161. 一个主要可交付成果即将被发送给客户。团队成员对作为质量保证过程一部分而需要执行的任务量和时间有所抱怨，项目经理需要尽快将可交付成果准备就绪，以获得第一次项目付款。

若要按时获得可交付成果，项目经理应该怎么做？

- A. 让团队成员查阅项目管理计划
- B. 确定客户需求和相关方的期望
- C. 执行因果分析
- D. 对使用的过程和方法进行项目审计

162. A project manager learns that the government plans to introduce a new regulation that might affect their current project. What should the project manager do first?

- A. Perform a risk analysis, and add a contingency reserve to the cost baseline.
- B. Call government contacts to obtain more information.
- C. Inform the change control board (CCB), and revise project parameters.
- D. Updated the risk register, and develop a response.

162. 项目经理得知政府计划通过新法规，可能影响其当前项目。项目经理首先应该做什么？

- A. 执行风险分析，并在成本基准中添加应急储备。
- B. 致电政府联系人以获取更多信息。
- C. 通知变更控制委员会（CCB），并修改项目参数。
- D. 更新风险登记册，并制定应对措施。

163. A team member is responsible for guiding a contractor on a project deliverable. The team member tells the contractor that the deliverable must be redone. The contractor issues a bill for the addition work.

What should the project manager do?

- A. Share the cost with contractor.

- B. Add the additional cost to the project budget.
- C. Reject the bill
- D. Review the contract

163. 一位团队成员负责指导承包商的项目可交付成果相关工作，该团队成员告诉承包商部分可交付成果必须返工，承包商签发了一份额外工作的账单。项目经理应该做什么？

- A. 与承包商分摊成本。
- B. 将额外成本添加到项目预算中。
- C. 拒绝该账单。
- D. 审查合同

164. A project manager for a global company for a global company is responsible for several projects with team members located worldwide. How can the project manager ensure that information is delivered to every team member in a timely manner?

- A. Schedule a virtual kick-off meeting with all project members.
- B. Email notifications and materials to team member.
- C. Share all project documents in the company's cloud-based folders.
- D. Document stakeholders' requirements in the communications management plan.

164. 一家全球性公司的项目经理负责多个项目，其团队成员分布在全球各地。项目经理如何能够确保及时向每个团队成员提供信息？

- A. 安排一次所有项目成员均参加的虚拟开工会议。
- B. 向团队成员发送电子邮件通知和资料。
- C. 在公司的云文件夹中共享所有项目文件。
- D. 将相关方的需求记录在沟通管理计划中。

165. A project stakeholder complains about the quality of deliverables. The project manager believes that these deliverables meet the project's quality standards.

What tool or technique should the project manager use to support this?

- A. Control charts
- B. Histograms
- C. Scatter diagrams
- D. Cause-and-effected diagrams

165. 一个项目相关方对某些可交付成果的质量颇有微词。项目经理认为，这些可交付成果符合项目的质量标准。项目经理应使用什么工具或技术来支持这一点？

- A. 控制图
- B. 直方图
- C. 散点图
- D. 因果图

166. During a project's execution phase, a defect is identified that affects two functional teams in a weak matrix organization. Neither team wants to take responsibility for fixing the defect because they are busy with other tasks. What should the project manager do?

- A. Assign the task to the team for which fixing the defect is more pertinent
- B. Ask the sponsor to clarify the responsibility for the fix with the two functional managers.
- C. Discuss the matter with both functional managers to obtain agreement on fixing the defect.
- D. Meet with both functional teams to obtain agreement on the responsibility for fixing the defect.

166. 在项目执行阶段，发现了一个缺陷，影响到一个弱矩阵组织中的两个职能团队。两个团队都不想承担修复缺陷的责任，因为他们忙于完成其他任务。项目经理应该做什么？

- A. 将任务分配给修复缺陷更相关的团队。
- B. 要求发起人澄清两位职能经理的修复责任。
- C. 与两位职能经理讨论此事，就修复缺陷达成一致意见。
- D. 与两个职能团队开会，就修复缺陷的责任达成一致意见。

167. The client for an IT project insists on using licensed software from a vendor from a certain region. A different vendor and country of origin were defined in the contract prior to the project's start.

What should the project manager do?

- A. Obtain a list of software vendors from that region from the procurement team.
- B. Initiate a change request to comply with the client's preference.
- C. Share the contract agreement with the client.
- D. Inform the client that the software was already purchased.

167. 一个 IT 项目的客户坚持使用来自某个地区供应商的许可软件，在项目开始之前，合同中定义了不同的供应商和原产国。项目经理应该做什么？

- A.从采购团队获得该地区的软件供应商清单。
- B.提出一项变更请求，以符合客户的偏好。
- C.与客户分享合同协议。
- D.通知客户已经采购该软件。

168. While preparing a project's fourth status report, the project manager learns that the client is migrating to a system. The client advises that to maintain uniformity, and to ease the review of project report, all future reports should be submitted using the new system, since the originate system was defined as the software to be used during progress reporting, he project manager records this as a lesson learned.

What is the value of reporting this as a lesson learned?

- A. It can be used a basis for recommending contrast-team flexibility.
- B. It will help prevent software specification omissions in future flexibility.
- C. It could be used as a basis for preventing a lawsuit.
- D. It can be identified as a possible issue.

168.在准备项目的第四份状态报告时，项目经理了解到客户正在迁移到新系统。客户通知为了保持一致性，以及为了简化项目报告的审查，所有未来的报告均应使用新系统提交。由于原始系统被定义为在进度报告期间使用的软件，因此项目经理将该问题记录为经验教训。

将该问题作为经验教训报告的价值是什么？

- A.它可以作为建议合同团队保持灵活性的依据。
- B.它将有助于防止未来合同中软件规范的遗漏。
- C.它可以作为防止法律诉讼的依据。
- D.它可被识别为一个可能发生的问题。

169. A project manager joins a project that has generated significant company excitement. During a progress meeting, a stakeholder raises an expectation that conflicts with the original agreement.

What should the project manager do?

- A. Fulfill the stakeholder's new requirement.
- B. Review the project charter to identify discrepancies.
- C. Postpone making a decision until further review is completed.
- D. Negotiate with the stakeholder.

169.项目经理加入了一个引起公司兴奋的项目，在进度会议期间，一个相关方提

出一项与原始协议冲突的期望。项目经理应该做什么？

- A. 满足该相关方的新需求。
- B. 审查项目章程以识别差异。
- C. 推迟做出决定，直到完成进一步审查。
- D. 与相关方协商。

170. Product testing is nearly complete when the project manager overhears a stakeholder mention that the company is likely to rebrand itself. It would result in product redesign. After contacting the marketing manager to validate this, the project manager learns that a decision has not yet been made.

What should the project manager do?

- A. Complete a change request outlining the cost and time frame impacts.
- B. Discuss their concerns at a company team-building event.
- C. Complete a risk analysis with the project team, and updated the risk register.
- D. Update the status to include rebranding information within the issue section.

170. 当产品测试即将完成时，项目经理无意中听到一位相关方提到公司可能会重置品牌，这将导致产品重新设计。在联系市场经理核实后，项目经理了解到尚未做出决定。项目经理应该做什么？

- A. 完成一项变更请求，概述成本和时间表的影响。
- B. 在公司的团队建设活动中讨论他们的顾虑。
- C. 与项目团队完成风险分析，并更新风险登记册。
- D. 更新状态报告，以在问题部分中包含品牌重置信息。

171. A project manager is executing a larger-scale, multi-national project that will span several years. The project manager identifies that the cost variance (CV) is under 10 percent in all regions except one.

What should the project manager have done to avoid do?

- A. Included contingencies for that region.
- B. Requested additional resources.
- C. Considered exchange and inflation rates in all regions.
- D. Logged exchange and the inflation rates in the risks register.

171. 项目经理正在执行一个历时数年的大型跨国项目，除了一个地区外，项目经理确定所有地区的成本偏差（CV）均低于 10%。若要避免这个问题，项目经理应该事先做什么？

- A. 为该地区包含应急费用
- B. 请求额外的资源
- C. 考虑所有地区的汇率和通货膨胀率
- D. 将汇率和通货膨胀率记录在风险登记册中

172. During a construction project, concrete is unable to be used because heavy rain affected its consistency. This possibility and its estimated cost were already identified in the risk register.

How should the project manager fund the additional costs?

- A. Use the management reserve
- B. Access the contingency reserve
- C. Apply the budget reserve
- D. Request reserves from the client

172. 在一个施工项目期间，由于大雨影响了混凝土的一致性，混凝土无法使用。这种可能性及其估算成本已在风险登记册中确定。项目经理应该如何提供额外成本的资金？

- A. 使用管理储备
- B. 评估应急储备
- C. 应用预算储备
- D. 向客户索取储备

173. While reviewing the project management plan during the planning phase, the sponsor indicates that they want to decrease the budget by removing some requirements. What should the project manager do?

- A. Update the plan to include only the new set of requirements.
- B. Perform a cost-benefit analysis to determine what requirement can actually be removed.
- C. Discuss with stakeholders to determine if this scope change is feasible.
- D. Issue a change request to decrease the project's scope.

173. 在规划阶段审查项目管理计划时，发起人表示他们希望通过删除一些需求来减少预算，项目经理应该做什么？

- A. 更新计划，仅包含新的需求集。
- B. 执行成本效益分析，以确定实际可以删除哪些需求。
- C. 与相关方讨论，以确定此范围变更是否可行。

D. 签发变更请求，以减少项目范围。

174. A key stakeholder who failed to attend a risk workshop now disagrees with the risks ranked as high priority. What should the project manager do?

A. Use direct conflict resolution to ensure that the stakeholder approves the high-priority risk list.

B. Note the stakeholder's concerns in the issue log, and continue with the risk management and mitigation plans.

C. Schedule another risk workshop to include this stakeholder and possibly re-rank the high-priority risks.

D. Meet with the stakeholder to assess the impact on the prioritized risk ranking.

174. 现在，一位未能参加风险研讨会的关键相关方不同意被排列为高优先级的风险，项目经理应该做什么？

A. 使用直接冲突解决方案，确保该相关方批准高优先级风险清单。

B. 将该相关方担心的问题记录在问题日志中，并继续执行风险管理和减轻计划。

C. 安排召开另一次风险研讨会，将该相关方包含在内，并可能重新排列高优先级风险。

D. 与该相关方开会，以评估对风险优先级排序的影响。

175. Midway through a project, the sponsor wants to change the delivery schedule. What should the project manager do next?

A. Determine how this impact the project's critical path

B. Add it to the issue log

C. Initiate a change request

D. Use schedule compression techniques

175. 在一个项目中途，发起人想要改变交付进度计划。项目经理下一步应该怎么做？

A. 确定这对项目关键路径的影响

B. 将其添加到问题日志中

C. 提出一项变更请求

D. 使用进度压缩技术

176. A customer requests a scope change that will impact the approved budget and schedule. However, the customer claims that the change is minor.

What should the project manager do first?

- A. Submit a change request to the customer for the scope change.
- B. Accept the request, but adjust the schedule and budget accordingly.
- C. Reject the request since it impacts the budget and schedule.
- D. Validate the request with the customer, and perform an impact analysis.

176. 客户请求了一项范围变更，将影响批准的预算和进度计划，但是，客户称这项变更很小。项目经理首先应该做什么？

- A. 向客户提交该范围变更的变更请求。
- B. 接受该请求，但相应地调整进度计划和预算。
- C. 拒绝该请求，因为它影响预算和进度计划。
- D. 与客户核实请求，并执行影响分析。

177. The latest quality report for a deliverable show major non-compliance issues with quality standards. During a team meeting, a functional manager points out that the budget will not support implementation of these standards, and claims that they are unimportant at this stage of the project.

What should the project manager do?

- A. Update the project management plan to include a new risk associated with quality compliance.
- B. Review the quality management plan, and apply appropriate corrective actions regarding the budget.
- C. Accept the expert judgement of the functional manager, and revise the quality management.
- D. Ask the project sponsor for a budget increase to important the quality standards.

177. 一项可交付成果的最新质量报告显示了质量标准方面的重大不合规问题，在团队会议期间，职能经理指出预算将不支持这些标准的实施，并称这些问题在项目的这个阶段并不重要。项目经理应该做什么？

- A. 更新项目管理计划，以包括与质量合规相关的新风险。
- B. 审查质量管理计划，并对预算采取适当的纠正措施。
- C. 接受职能经理的专家判断，并修改质量管理计划。
- D. 要求项目发起人增加预算以实施质量标准。

178. A current project has a total of 10 stakeholders, while a previously completed project had only five. How many communication channels does the current project have?

- A. 5
- B. 10
- C. 35
- D. 45

178. 当前项目共有 10 名项目相关方，而之前完成的项目只有 5 名相关方。当前项目有多少沟通渠道？

- A.5
- B.10
- C.35
- D.45

179. Product design is identified as the root cause of various manufacturing problems. What should the project manager do to avoid facing these same problem in the future?

- A. Implement the Perform Quality Management process
- B. Review the quality management plan
- C. Conduct the Perform integrated change control process
- D. Update the lessons learned knowledge base

179. 产品设计被认定为是各种制造问题的根本原因。若要在将来避免面对同样的问题，项目经理应该怎么做？

- A. 执行实施质量管理过程
- B. 审查质量管理计划
- C. 执行实施整体变更控制过程
- D. 更新经验教训知识库

180. Based on the input of a senior team member, a corrective action is implemented to address a design issue, after implementation, the team discover that the corrective action falls to improve design quality.

What should the project manager have done to prevent do?

- A. Referred to the change management plan, and ensure that change requests were formally authorized.
- B. Ensured the design's corrective action was inspected and held a lesson learn session
- C. Identified the risks, and documented the sources of overall project risks.
- D. Consulted the quality management plan, and assured that inspections and audits were conducted.

180.根据一位高级成员的意见，实施纠正措施以解决设计问题，实施后，该团队发现纠正措施未能提高设计质量。若要避免这个问题，项目经理应该事先做什么？

- A.参考变更管理计划，并确保变更请求得到正式授权
- B.确保检查设计的纠正措施并召开经验教训会议
- C.识别风险，并记录整体项目风险的来源
- D.查阅质量管理计划，并确保进行检查和审计

181. During a project meeting, a new stakeholder introduces some ideas on the flow of current process to improve operational efficiency. The project manager identifies that some of these ideas will impact the project's scope, budget, and schedule.

What should the project manager do?

- A. Revise the project management plan to include these ideas.
- B. Suggest a simpler way to improve efficiency to the stakeholders.
- C. Further discuss the ideas with all stakeholders.
- D. Ask for more resources to implement the ideas.

181.在项目会议期间，一位新相关方介绍了对当前流程的一些想法，以改善运营效率。项目经理认为其中一些想法会影响项目的范围，预算和进度计划。

项目经理应该做什么？

- A.修订项目管理计划，以包含这些想法。
- B.建议一种更简单的方法，来提高相关方的效率。
- C.与所有相关方进一步讨论这些想法。
- D.请求更多资源来实施这些想法。

182. A portion of a project's deliverable are being validated point to client handover. Team members responsible for quality audits fined some defective parts in one of the items. They send them to the reworked by the assembly-line team, which will increase costs.

How is this cost of quality (COQ) categorized?

- A. Prevention coasts
- B. Appraisal coasts
- C. Internal failure coasts
- D. External failure coasts

182.在向客户移交之前，对项目可交付成果的一部分进行核实。负责质量审计的

团对成员在其中一项可以交付成果中找到一些有缺陷的部分，他们将其发回给装配线团队返工，这将增加成本。

这种质量成本（COQ）如何分类？

- A. 预防成本
- B. 评估成本
- C. 内部失败成本
- D. 外部失败成本

183. A project manager recording project risks discovers that, in the past, the company's purchasing department experienced significant delays when purchasing critical project inputs. The project manager identifies that if this risk materializes it will increase the schedule by 50 percent.

What should the project manager do?

- A. Reinforce the importance of this project to the purchasing department.
- B. Analyze the situation, and develop a response strategy with the team.
- C. Inform the sponsor, and execute the management reserve.
- D. Update the schedule to accommodate the delay of critical inputs.

183. 项目经理在记录项目风险时发现，在过去，公司的采购部门在采购关键项目输入时经历了严重的延期。项目经理确定如果这个风险变成现实，它将使进度计划增加 50%。

项目经理应该做什么？

- A. 向采购部门强调该项目的重要性。
- B. 分析该情况，并与团队一起制定应对策略。
- C. 通知发起人，并执行管理储备。
- D. 更新进度计划，以适应关键输入的延期。

184. An organization preparing for a large strategic project hires an international company with experience in this area. This company speaks a different language and has cultural differences. The project manager knows that communication is a primary reason that projects fail, and is concerned about their lack of experience with foreign stakeholders.

What should the project manager do to properly manage the information flow?

- A. Follow best practices of written communication.
- B. Hire professionals who speak both the local and foreign language.

C. Leverage the experience of the foreign company to communicate with the stakeholders.

D. Develop a communication strategy that addresses the needs of both the project and its stakeholders.

184.正在准备一个大型战略项目的组织雇佣了在该领域有丰富经验的一家国际公司。该公司使用不同的语言，并有文化差异。项目经理知道沟通是项目失败的主要原因，并担心他们缺乏与外国相关方打交道的经验。

若要正确管理信息流，项目经理应该做什么？

A.遵循书面沟通的最佳实践。

B.聘请会说当地语言和外语的专业人士。

C.利用外国公司的经验与相关方进行沟通。

D.制定沟通战略，以满足项目及其相关方的需求。

185. A complex project comprises stakeholders with differing views on the final objective. Ultimately, the stakeholders agree on the objective defined by the project sponsor. The sponsor then retires during the execution phase, which begins to create conflict among stakeholders. The newly appointed sponsor wants to know what can be done to realign stakeholders with the objective.

What should the project manager do?

A. Revise the project charter to address the conflicts.

B. Influence the stakeholders to follow the agreed-upon objective.

C. Closely monitor stakeholder misunderstandings.

D. Review the communications management plan to identify the best strategy.

185.一个复杂项目包含对最终目标有不同看法的相关方。相关方就项目发起人确定的目标最终达成一致意见。之后，在项目执行阶段，发起人退休，相关方之间从此开始产生冲突。新任命的发起人希望知道如果才能根据目标重新调整相关方之间的关系。

项目经理应该做什么？

A.修改项目章程以解决冲突。

B.影响相关方以遵循约定的目标。

C.密切关注相关方的误解。

D.重新审查沟通管理计划，以确定最佳策略。

186. A key stakeholder believes that the project manager fails to have the authority level necessary for managing a project.

Where is the project manager's role defined?

- A. Project charter
- B. Statement of work (SOW)
- C. Kick-off meeting
- D. Business case.

186. 一个关键相关方认为项目经理未能拥有管理项目所需的权限级别，项目经理的角色定义在哪里？

- A. 项目章程.
- B. 工作说明书（SOW）
- C. 开工会议
- D. 商业论证

187. A team reviewing the issue log realizes that a key deliverable may delayed, which will impact the project schedule by a few months. This project has high priority within the company's portfolio.

What should the project manager do?

- A. Ask the project sponsor for support
- B. Add a new, high -probability risk register
- C. Describe the impact in the issue log
- D. Update the project's schedule baseline.

187. 审查问题日志的团队意识到一项关键可交付成果可能会延期，这将影响项目进度计划几个月时间。该项目在公司的投资组合中具有更高的优先级。

项目经理应该做什么？

- A. 请求项目发起人的支持。
- B. 在风险登记册中添加一个新的，高概率风险。
- C. 在问题日志中描述其影响。
- D. 更新项目的进度基准。

188. A project manager assumes a multi-phase project during its second phase. What show they seek from the previous project manager to effectively manage resources for current and future project phases?

- A. Resources with defined roles and responsibilities

- B. Resources breakdown structure (RBS)
- C. Tasks that will be delivered in the next phase
- D. Resources calendar for the next phase.

188. 项目经理接管了一个处于第二阶段的多阶段项目，其应该从之前的项目经理那里获得哪些来有效地管理当前和未来项目阶段的资源？

- A. 已定义角色和职责的资源
- B. 资源分解结构（RBS）
- C. 将在未来几个阶段交付的任务
- D. 下一个阶段的资源日历

189. A project manager has limited resources and is unable to obtain more. What technique should the project manager use to fully exploit the existing resources without delaying project completion?

- A. Resource smoothing
- B. Resource leveling
- C. Fast tracking
- D. Crashing

189. 项目经理资源有限，无法获得更多资源。项目经理应该使用什么技术来充分利用现有资源，而不会令项目完成时间延期？

- A. 资源平滑
- B. 资源平衡
- C. 快速跟进
- D. 赶工

190. Since the client was on leave, a project manager handed over the deliverables of a successfully completed project to the client's project manager. One month later, the accounts team informs the project manager that client approval was rejected and invoices were unpaid.

What should the project manager have done to avoid this?

- A. Ensured quality deliverables through the project
- B. Escalated the client's unavailability to the sponsor
- C. Obtained sign-off from the client's representative
- D. Ensured that the contract indicated a customer payment process

190. 由于客户休假，项目经理将已完成项目的可交付成果移交给客户方的项目经

理。一个月后，财务团队通知项目经理，客户拒绝批准且未按发票付款。

若要避免这个问题，项目经理应该事先做什么？

- A. 确保整个项目的可交付成果质量
- B. 将客户不在岗的问题升级上报给发起人
- C. 获得客户代表的签字
- D. 确保合同中注明客户付款流程

191. Miscommunication between two team members is affecting a project's progress.

What should the project manager do first?

- A. Follow the communications management plan.
- B. Meet with the team to assess current communication styles.
- C. Train the team members who are ineffectively communicating.
- D. Require that all communications are posted to a team collaboration board.

191. 两个团队成员之间的沟通不畅正在影响项目的进展。项目经理首先应该做什么？

- A. 遵循沟通管理计划。
- B. 与团队开会，以评估当前的沟通方式。
- C. 培训存在无效沟通问题的团队成员。
- D. 要求将所有沟通发布到团队协作板上。

192. An assumption used to develop the project management plan proved invalid during the execution phase. As a result, the next project milestone will be unmet.

What should the project manager do first to get the project back on track?

- A. Adjust the scope of work to meet the agreed-upon project baseline.
- B. Perform the corresponding risk-response action.
- C. Use the project contingency allowance to allocate more resources.
- D. Conduct qualitative and quantitative risk analyses.

192. 在执行阶段，用于制定项目管理计划的假设被证明无效，结果，下一个项目里程碑将无法实现。若要将项目拉回正轨，项目经理首先应该做什么？

- A. 调整工作范围，以满足商定的项目基准。
- B. 执行相应的风险应对措施。
- C. 使用项目应急补贴来分配更多的资源。
- D. 执行定性和定量风险分析。

193. Because a project involves an industry with which they are unfamiliar, a project manager is having difficulty defining the quality standards and metrics for its project.

What should the project manager do?

- A. Decline the project manager position.
- B. Bring an expert to the project team.
- C. Consult the lessons learned registers of similar projects.
- D. Closely monitor the project's quality.

193. 由于项目涉及一个他们不熟悉的行业，项目经理很难定义其产品的质量标准和测量指标。项目经理应该做什么？

- A. 拒绝项目经理的职位
- B. 带一位专家到项目团队
- C. 查询类似项目的经验教训
- D. 密切监督项目质量

194. During a project kick-off meeting, one stakeholder openly rejects the project's necessity and priority within the organization.

What should the project manager do next?

- A. Gain an understanding of the stakeholder's position; and update the risk register.
- B. Consider the stakeholder's position, and develop the stakeholder engagement plan.
- C. Document the stakeholder's assessment in the stakeholder register.
- D. Escalate the stakeholder's concern to the project sponsor.

194. 在项目开工会议期间，一个相关方公开反对该项目在组织内的必要性和优先级。项目经理下一步应该做什么？

- A. 了解该相关方的立场，并更新风险登记册。
- B. 考虑该相关方的立场，并制定相关方参与计划。
- C. 在相关方登记册中记录该相关方的评估。
- D. 将该相关方的问题升级上报给项目发起人。

195. A project is completed and customer approval is obtained. The IT department plans an unscheduled audit of the project.

What should the project manager do?

- A. Requests to review of the IT Department's quality assurance policies
- B. Advise the sponsor that an IT audit is not part of the quality management plan
- C. Review company policies and notify the stakeholders involved

D. Allow the audit as it could provide more value for the project

195.项目已完成并获得客户批准，IT 部门计划对项目进行不定期审计。

项目经理应该怎么做？

A.请求审查 IT 部门的质量保证政策

B.告知项目发起人 IT 审计不是质量管理计划的一部分

C.审查公司政策并通知涉及的项目相关方

D.允许审计，因为可以为项目提供更多价值

196. During a project milestone review, a project manager discusses lessons learned from the previous phase with the project team. Since there were many technical difficulties and conflicts, the team asks the project manager to defer the lessons learned discussion until after all project milestones are completed. What should the project manager do?

A. Create an atmosphere of trust where individuals can discuss lessons learned and share knowledge.

B. Remove lessons learned since the project is in jeopardy of behind schedule.

C. Add lessons learned to the issue log.

D. Capture lessons learned independently.

196.在项目里程碑评审期间，项目经理与项目团队讨论从上一阶段获得的经验教训，由于存在许多技术难题和冲突，项目团队要求项目经理将经验教训讨论会推迟到所有项目里程碑都完成之后。项目经理应该怎么做？

A.营造一种信任氛围，让个人可以讨论经验教训并分享知识。

B.由于该项目正处于落后于进度的危险之中，因此取消经验教训讨论会。

C.再问题日志中添加经验教训。

D.独立收集经验教训。

197. After meeting with the project sponsor outside the workplace, a project team member update the project manager on the sponsor's new expectations. How should the project manager address this?

A. Incorporate the sponsor's expectations into the project.

B. Instruct the team member not to discuss the project with the sponsor.

C. Review the communications management plan with the team and the sponsor.

D. Meet with the sponsor to confirm expectations.

197.一位项目团队成员在工作场所之外与项目发起人会面后，向项目经理告知该

发起人的新期望。项目经理应如何解决这个问题？

- A. 将发起人的期望纳入项目中。
- B. 指示团队成员不要与发起人讨论该项目。
- C. 与团队和发起人一起审查沟通管理计划
- D. 与发起人开会，以确认期望。

198. A Project manager working on a global project establishes various communication Channels.

What should the project manager do to manage this?

- A. Create a communication management plan
- B. develop a stakeholder management plan
- C. Arranged meetings in a different time zones
- D. Schedule video conferences

198. 从事一个全球项目的项目经理建立了多种沟通渠道。为了管理沟通渠道，项目经理应该怎么做？

- A. 创建沟通管理计划
- B. 制定相关方参与计划
- C. 安排在不同时区召开的会议
- D. 安排视频会议

199. Although the quality control process was followed for a deliverable, the customers express displeasure with its quality.

What should the project manager do first?

- A. Review the internal quality control process.
- B. Compare the deliverable's quality against the acceptance criteria.
- C. Escalate the issue to the contract manager.
- D. Proceed with the project since the deliverable passed quality control checks.

199. 虽然某个可交付成果已遵循质量控制过程，但客户对其质量表示不满，项目经理首先应该做什么？

- A. 审查内部质量控制流程。
- B. 将可交付成果的质量与验收标准进行比较。
- C. 将该问题升级上报给合同经理。
- D. 继续执行该项目，因为可交付成果已通过质量控制检查。

200. A project manager reviewing the issue log, noticed that the activities assigned to certain team are significant behind schedule.

What should the project manager do?

- A. Review the activities with relevant team members to identify strategies for resolution
- B. Escalate the issue to the project sponsor for resolution
- C. Request that the responsible team members provide an explanation for the delay and strategies to resolve the issue
- D. Ask the responsible team members to bring their activities back on schedule

200.正在审查问题日志的项目经理注意到，分配给某些团队成员的活动明显落后于进度。

项目经理应该怎么做？

- A.与相关团队成员一起审查活动，以确定解决策略。
- B.将该问题升级上报给项目发起人解决
- C.要求负责的团队成员解释延迟的原因以及解决问题的策略
- D.要求负责的团队成员将他们的活动恢复到正常进度