

# PMP

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# 题

# (九)

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说明:

- (1) 本模拟测试共有**200** 道单项选择题, 测试时间**4**小时;
- (2) 本模拟试卷尽可能地覆盖**PMP**考试的题型, 请学员朋友能集中精力在**4**小时以内完成, 达到全真的模拟效果;
- (3) 模拟考试过程中, 完全转变思维, 揣摩考题的意图; 考试结束后, 认真总结。

1、 Which document must be revised if an approved change affects the work breakdown structure, scope and/or schedule?

- A. Project management plan
- B. Project charter
- C. Quality management plan
- D. Resource management plan

如果批准的变更影响到工作分解结构、范围和/或进度, 则必须更新下列哪一份文件?

- A. 项目管理计划
- B. 项目章程
- C. 质量管理计划
- D. 资源管理计划

2. Before executing the next project task, the risk management team requires several risks to be mitigated. The risk owner assures the project manager that the mitigation task is completed and the next task can begin. The project manager should now how to do?

- A. Approved for the next mission, and to assess the residual risk
- B. Assessment of residual risk, and close the risk register
- C. In the risk register in renewal risk results, and to assess the residual risk
- D. With the stakeholders to reduce the task of carrying out the review, and update

在执行下一个项目任务之前, 风险管理团队期望各种风险被减轻。风险所有者向项目经理保证在前一个已被减轻的风险任务完成后, 可开始下一个任务。项目经理接下来应该怎么做?

- A、批准开展下一个任务的工作, 并评估残余风险
- B、评估残余风险, 并关闭风险登记册
- C、在风险登记册中更新风险结果, 并评估残余风险
- D、与干系人一起对减轻任务开展审查, 并更新

3. The plan for a technological restructuring project is in the planning phase for months and within that time, the technology has advanced significantly. The project is scheduled to begin this month, and the scope management plan must be updated to reflect the changes in the

technology. The project manager must elaborate on the potential changes to the project scope with the key stakeholders. The project manager understands that the level of uncertainty for the project will do which of the following?

- A. Stay at the level that was anticipated and planned for.
- B. Initially increase and then decrease.
- C. Increase.
- D. Decrease.

某个技术重组项目的计划处于计划编制阶段已经数月，在此期间，这项技术已得到显著进步。该项目预计在这个月开始，而且必须更新范围管理计划来反映技术上的变化。项目经理必须向关键干系人详细说明项目范围存在的可能变更。项目经理理解项目的不确定水平将会处于下列哪一种情况？

- A. 保持在预期和计划的水平
- B. 开始时增加，然后减少
- C. 增加
- D. 减少

4. After producing the cost performance baseline, the project manager realized that the project's estimated cost is more than what was anticipated in the project charter. What should the project manager do next?

- A. Recommend the project be cancelled as the cost is prohibitive.
- B. Adjust the work breakdown structure to remove costly activities and retain cheaper one.
- C. Present project sponsor with options for cost reduction.
- D. Seek additional funding from the project sponsor and continue.

在产生成本绩效基准之后，项目经理意识到项目的估算成本超出项目章程中预期的成本。项目经理接下来应该怎么做？

- A、建议取消项目，因为成本令人却步
- B、调整工作分解结构，撤销成本较高的活动，保证成本较低的活动
- C、向项目发起人提供降低成本的方案
- D、向项目发起人寻求额外的资金并继续项目

5. A specific, well-defined deliverables is being developed by a company facility located in a country. Management decided to sell this portion to different organization. The project manager is left with the task of replacing the capacity offered by that facility to the deliverables. If according to the budget and risk will be retained in the lower levels, what should the project manager do?

- A. Obtain the project resources to join the project to develop the deliverables.
- B. Sign a contract with an external company to develop the deliverables.

- C. Employ the contractor on a time and material basis to complete the deliverable.
- D. Develop the deliverables and train the project's resource currently allocated to other tasks.

一个具体、定义明确的可交付成果正在由位于一个国家的一家公司开发。公司决定出售一部分可交付成果给另一家公司去做。项目经理被安排留下来完成该部分可交付成果的交接工作。若要按照预算且将风险保留在较低水平，项目经理应该怎么做？

- A、获得新的项目资源，直到完成项目可交付成果
- B、与一家外部公司签订一份合同，开发可交付成果
- C、以工料合同方式雇佣承包商，完成可交付成果
- D、培训目前被分配到其他任务的项目资源，开发可交付成果

6. The project manager in a matrix organization is staffing a new project, and identifies a critical resource in the organization's staffing inventory. This resource is currently working for the functional manager, and is committed to another project. What technique should the project manager use?

- A. Acquisition
- B. Pre-assignment
- C. Negotiation
- D. Virtualization

一个矩阵式组织中的项目经理正在为一个新项目配备人员，并在组织人员库中确定了一关键资源。而该资源目前隶属于职能经理，并被分配到另一个项目上工作。项目经理应使用什么技术？

- A、招募
- B、事先指派
- C、谈判
- D、虚拟化

7. The project manager is developing a project plan. On short notice, the project sponsor asks the project manager to create an initial rough estimate of project upcoming fiscal budget. The project manager uses which of the following for estimating the project cost?

- A. Bottom-up estimating
- B. Three-point estimating
- C. Analogous estimating
- D. Parametric modeling

项目经理正在制定一个项目计划。项目赞助人得知后，立即让项目经理针对项目成本开展初始评估，以满足未来财政预算的要求。项目经理采用以下哪一项评估项目成本？

- A、自下而上估算
- B、三点估算
- C、类比估算
- D、建立参数模型

8. The preparation of the project scope baseline can best be described as involving:

- A. The functional managers.
- B. The project team.
- C. All the stakeholders.
- D. The project expediter.

对参与准备项目范围基准的人的最好描述是：

- A、职能经理
- B、项目团队
- C、所有干系人
- D、项目促进者

9. A project manager determines that a piece of software can be given to the quality assurance group 15 days after coding begins. How is this represented on a project plan?

- A. Finish-to-finish-15
- B. Finish-to-start+15
- C. Finish-to-start-15
- D. Start-to-start+15

项目经理确定在编程开始 15 天后，可以将一个软件提供给质量保证组。这在项目计划上是如何表示的？

- A. 完成-到-完成-15
- B. 完成-到-开始+15
- C. 完成-到-开始-15
- D. 开始-到-开始+15

10. The project manager discovers an unpredictable, high-impact risk has become a factor in the project. Self interest among team members is keeping the issue from being resolved. The project manager must act quickly to refocus the team and get the project on track. Which of the following techniques should the project manager use to resolve the issue?

- A. Compromise
- B. Collaborate
- C. Force
- D. Accommodate

项目经理发现一个不可预料的高影响风险已经成为项目的一个因素。团队成员之间的自身利益导致问题得不到解决。项目经理必须快速行动，让团队重新集中精力，以便项目恢复进度。项目经理应使用下列哪一项技术来解决问题？

- A、妥协
- B、合作
- C、强迫
- D、包容

11. The actual expenditure of a project to date is US\$850,000, of a US\$900,000 total project budget. The current earned value is US\$750,000. What is the status of the project?

- A. US\$100,000 over budget.
- B. US\$50,000 under budget.
- C. US\$100,000 under budget.
- D. US\$150,000 over budget.

某个项目到目前为止的实际支出是 850,000 美元，项目总预算为 900,000 美元。当前挣值为 750,000 美元。项目的状态是什么？

- A. 超出预算 100,000 美元
- B. 低于预算 50,000 美元
- C. 低于预算 100,000 美元
- D. 超出预算 150,000 美元

12. In a team meeting many disagreements arise, and the project manager uses consensus to resolve the conflicts. What technique is this known as?

- A. Avoiding
- B. Forcing
- C. Withdrawing
- D. Collaborating

在一次团队会议上，许多分歧出现了。项目经理采用协商一致的方式来解决冲突。请问这是一种什么冲突技术？

- A、回避
- B、强迫
- C、撤退
- D、合作

13. The project is the middle of a long-term project when a major error is discovered by the develop team. This error can be fixed by implementing a large change to the scope of the project. This change could influence both time and budget plans. What should the project manager do first?

- A. Analyze the change request and present it to the change control board.
- B. Implement the change request and inform the stakeholders afterwards.
- C. Implement the change request and present it to the change control board afterwards.
- D. Analyze the change request and present it to the steering committee.

某项目处于一个长期项目中间，此时研发团队发现了一个重大失误。该失误可以通过变更一个大型的项目范围而得以修正。但该变更可能同时影响到时间和预算计划。项目经理首先应做：

- A、分析变更请求并提交变更控制委员会。
- B、执行变更请求，之后通知干系人。
- C、执行变更请求，之后把它交给变更控制委员会。
- D、分析变更请求并将其提交给指导委员会。

14. The project manager has informed the sponsor that the project is on track with no date slippage. Team C has not provided requirements to Team D and has missed dates repeatedly. Team D has to crash effort to keep the project on schedule. The project manager is aware of the problem but has done nothing about it. With whom should Team D's leader FIRST discuss the problem?

- A. Sponsor directly
- B. Project manager only
- C. Team C leader and project manager
- D. Project manager and sponsor

项目经理已告知委托人项目如期进行。C组没有向D组提出需求，并再三错过预定日期。D组现在不得不赶进度，以保证项目按时完成。项目经理注意到了这个问题，但是未采取任何措施。D组的组长应当首先与谁讨论该问题？

- A、直接与委托人讨论
- B、只与项目经理讨论
- C、C 组的组长和项目经理
- D、项目经理和委托人

15. The sponsor asks the project manager to forego the project's kick-off meeting due to the stakeholders' schedule constraints. Which project management process is being neglected?

- A. Manage stakeholder expectations
- B. Planning communication
- C. Manage project team
- D. Identify the stakeholders

由于干系人的进度制约条件，项目发起人要求项目经理放弃项目启动大会。下列哪一个项目管理过程被忽视了？

- A. 管理干系人参与
- B. 规划沟通
- C. 管理项目团队
- D. 识别干系人

16. During the procurement of resources for a project, what type contract will be used when a precise statement of work cannot be defined quickly?

- A. Cost-plus-award-fee
- B. Firm-fixed-price
- C. Cost-plus-incentive-fee
- D. Time and material

在获得项目资源过程中，当无法快速定义一个精确项目工作说明书时，应该采用什么合同？

- A、成本加奖励费用合同
- B、固定总价合同
- C、成本加激励费用合同
- D、工料合同

17. The project manager learns that the subject matter expert (SME) is considering leaving the company. This resource has a depth of knowledge on the subject that would be irreplaceable. The project manager discusses possible actions with the SME's manager who remains for the duration of the project. Where should these actions be documented?

- A. Human resource plan
- B. Risk register
- C. Risk management plan
- D. Organizational breakdown structure



项目经理了解到主题专家（SME）正在考虑离开公司。该专家资源在其主题领域拥有深厚知识，很难被替代。为确保主题专家能在项目中，项目经理与主题专家的经理讨论可能的措施。这些措施应记录在哪份文件中？

- A、 人力资源计划
- B、 风险登记册
- C、 风险管理计划
- D、 组织分解结构

18. A project manager has held a video conference with some of the project team about a technical problem on the project. Various solutions were proposed and discussed, and a few were saved for later analysis. As a result, the issue is better understood and its description has been updated in the issue log. The project schedule has not been changed. During a follow-up meeting to make a final decision, a team member notifies the project manager that another team member expressed concern that he was not included in the meetings. Another team member mentions that he remembers seeing a letter from one of the potential sellers during the bidder conference that may shed some light on how to solve the issue. The team tries to find the letter but no one remembers which seller sent it and they cannot find it in their own e-mail archives. Which of the following would it be BEST for the project manager to do?

- A. Investigate the quality of the records management system
- B. Contact all the potential sellers to find out who might have sent the letter.
- C. Discover why the issue was not clearly described in the issue log in the first place.
- D. Find out why the other team member was not included.

项目经理和部分团队成员召开视频会议讨论了关于项目的一个技术问题。会议期间很多人提出了各种各样的建议，其中一部分已经存档准备后续进一步分析。这样，大家清楚地理解了问题并将问题的描述记录在了问题日志里，项目进度没有受到影响。在下一次会议上准备做最终决策时，一名团队成员告诉项目经理，另外一名团队成员没有参加之前的会议。另外这名团队成员开始寻找往来的信件，但没有人记得哪位是供应方。在邮件文献中也没有找到相关记录。此时，项目经理最好应该怎么做？

- A、 调查记录管理系统的质量
- B、 联系所有潜在的供应方，找到那位发邮件的卖方。
- C、 寻找问题没有清晰记录在问题日志上的原因
- D、 查找这位团队成员没有包括在与会名单里的原因。

19. A project team completes an assessment of project risk and identifies a workaround solution to reduce the potential impact of one of the risk items. Which of the following describes this proposed solution?

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

项目团队完成对项目风险的评估，并识别一个权变解决方案，来减少其中一个风险项的潜在影响。下列哪一项是这个提议解决方案的准确描述？

- A. 转移
- B. 规避
- C. 缓解
- D. 接受

20. During the execution of the project, the customer reviews the project status with project manager. The customer realizes that expected work was not included in the statement of work. What is the next step the project management should take?

- A. Submit the change request to the change control board for approval
- B. Review the project schedule to accommodate the new request
- C. Invoke the change request process
- D. Perform fast tracking to exceed customer's expectations

在项目执行期间，客户与项目经理一起评审项目状态，客户意识到预期工作未包含在工作说明书中。项目经理下一步应该采取什么措施？

- A. 将变更请求提交给变更控制委员会批准
- B. 评审项目进度表适应新的请求
- C. 调用变更请求过程
- D. 实施快速跟进，以超出客户期望

21. Three weeks into a construction project, a contractor encounters an underground water pipe which was not included in the contract. They are verbally instructed by the customer's representative to divert the water pipe around the construction site. What should the contractor do next?

- A. Divert the water pipe as instructed.
- B. Submit a change request.
- C. Analyze the impact of the change.
- D. Submit a claim.

某个施工项目进入第三周，承包商发现一段地下水管没有包含在合同范围内。他们接到客户代表的口头指示，将该水管改向绕出施工工地。承包商下一步应该怎么做？

- A. 按指示将水管改向
- B. 提交变更请求
- C. 分析变更的影响
- D. 提出索赔

22. Project risk have been identified, and has developed a detailed response to the plan, the final schedule and cost estimates were also completed. The project manager should how to do next?

- A. To design an effective communication plan
- B. Implementation of the project, because all data are in place
- C. Get stakeholders on the project plan approval
- D. To establish project critical path

项目风险已被识别，并已经制定详细的响应计划，最终进度和成本估算也已完成。项目经理接下来应该怎么做？

- A、设计一份有效的沟通计划
- B、执行项目，因为所有资料都已齐备
- C、获得干系人对项目计划的批准
- D、建立项目关键路径

23. A project in the implementation process requires the use of the new specific software. During the project kick-off meeting, a team member raised in a previous project they had bought and used the first version of that software and it caused a lot of problems. What should the project manager do next?

- A. Explained that technology has changed greatly since the task project, so it will never arise the issues.
- B. Performed risk register for the past project to identify similar risks in the new project.
- C. Report the potential risk, immediately to the project sponsor so extra funding can be acquired.
- D. Close project and collect lessons learned, so future projects can benefit from this lessons learned.

某项目在实施过程中需要使用新的特定的软件。在项目启动大会上，一名团队成员记得在之前的一个项目上，他们购买并且使用了该软件工具的其中一版，但该软件造成了许多问题。项目经理接下来应该怎么做？

- A、向团队成员解释说，自上一个项目后，技术已经发生了很大变化，以后不会发生问题。
- B、查询以往项目的经验教训登记册，识别新项目中的类似风险。
- C、设法将潜在风险上报给项目发起人，以便能够获得额外的资金。
- D、结束项目并收集经验教训，让未来的项目可以从该经验教训中获益。

24. A customer calls the project manager requesting a small change to enable reporting functionality. The project manager advises the development team to implement the reporting feature. During the testing phase, it is discovered that the reporting functionality does not meet the customer's expectations. Which of the following should the project manager have done?

- A. Ask the development team to provide detailed feature requirements.
- B. Do not implement the change, because it was too late in the project.
- C. Document the project change request for the small change.
- D. Inform the development team and discuss the details of the feature with customer.

一位客户致电项目经理，要求对项目做微小变更以激活报告功能。项目经理通知开发团队实施该报告功能。在测试阶段，发现该报告未能满足客户期望。项目经理本应执行下列哪一项？

- A、让开发团队提供详细的功能需求
- B、拒绝实施该变更，因为项目所处阶段较晚
- C、针对微小变更制定项目变更请求
- D、通知开发团队并与客户探讨功能详情

25. An organization adds a new strategic project, which must be completed by the end of the year. The project is critical to the strategic success of the customer. An idea about the scope, budget, and schedule opinions have already been discussed. What should be included in the project charter?

- A. Summary budget, named resources ,and fixed-end date.
- B. Reviewed risks, constraints and exclusions, and revised milestone dates.
- C. High-level requirements, high-level risks, and identified scope.
- D. Project plan, scope plan, and resource plan.

某组织增加了一个新的战略项目，该项目必须在年底前完成。该项目对于客户的战略成功至关重要。事关项目范围、预算和进度的意见已经讨论过。项目章程中还应包含哪些内容？

- A、总体的预算、指定的资源和固定的完工日期
- B、审查的风险、限制和例外情况，以及修订的里程碑日期
- C、项目的总体要求、主要风险和识别的范围
- D、项目计划、范围计划和资源计划

26. During the review meeting for a construction project, a team member mentions that there is a strike in the country where some equipment will be shipped. After validating the information, what document should the project manager update first?

- A. Risk mitigation plan
- B. Risk management plan
- C. Risk register
- D. Risk log

在一个施工项目的评审会上，一名团队成员提到一些设备运出的所在国家正在发生罢工。在核实完这个信息之后，项目经理应该首先更新的文件是什么？

- A、风险减轻计划
- B、风险管理计划
- C、风险登记册
- D、风险日志

27. The steering committee decides that an identified risk should be mitigated. What should the project manager do next?

- A. Implement action from the risk register
- B. Perform qualitative risk analysis
- C. Remove the risk from the risk register
- D. Update the risk management plan

指导委员会决定应减轻一项已被识别的风险。项目经理接下来应该怎么做？

- A、执行风险登记册中的措施
- B、执行定性风险分析
- C、从风险登记册中移除风险
- D、更新风险管理计划

28. The project manager is making sure the appropriate quality standards and operation definitions are used. According to the statement above, which tool and technique may provide support to perform the process successfully?

- A. Quality audit.
- B. Inspection.
- C. Change request.
- D. Checklist

项目经理确保采用适当的质量标准和运营定义。根据以上说明，下列哪一项可为成功执行过程提供支持？

- A. 质量审计
- B. 检查
- C. 变更请求
- D. 核对表

29. The project manager is assigned to a project, which has already started, and has logged several completed activities. The project charter is not completed nor approved. The project scope statement is also not finished. The program manager wants the project manager to create a work breakdown structure. Which of the following should the new project manager do next?

- A. Finish the project charter with the sponsor.
- B. Finish the project scope statement.
- C. Create the work breakdown structure.
- D. Do nothing until the charter is formally authorized.

项目经理被分配到一个项目中，此时项目已经开始，并且记录了许多已经完成的活动。而项目章程既未完成也未获得批准，项目范围说明书也还未完成。项目集经理打算让项目经理创建一个工作分解结构。新项目经理接下来应该执行下列哪一项？

- A、与赞助人共同完成项目章程
- B、完成项目范围说明书
- C、创建工作分解结构

D、不开始项目直到项目章程获得正式批准

30. In the middle of a project, a team member to inform the project manager, in view of the complexity of the progress of the project scope, serious lag, estimation of uncertainty. The first thing the project manager should do?

- A. Risk management and implementation of risk response activities
- B. Analysis to determine the optimal action
- C. Collect and record the experience lesson
- D. Perform detailed analysis, if required, can submit a change request

在项目中途，一名团队成员告知项目经理，鉴于项目范围的复杂性，进度的严重滞后，估算的不准确性。项目经理首先应该怎么做？

- A、管理风险并实施风险响应活动
- B、分析报告以确定最佳的行动措施
- C、收集并记录经验教训
- D、执行详细的分析，如需要的话，可提交变更请求

31. During the project executive process, the sponsor indicates that the project manager must create a project management plan with the least risk. To the buyer, which of the following types of contract shows that this situation?

- A. Cost plus incentive fee contracts
- B. Fixed price incentive fee contracts
- C. Cost plus fixed fee contracts
- D. Time and material contracts

在项目执行过程中，发起人指示项目经理必须创建一个将风险降到最低的项目管理计划。对于买方而言，以下哪一个合同类型最适用？

- A、成本加奖励费用合同
- B、总价加激励费用合同
- C、成本加固定费用合同
- D、工料合同

32. You have recently been assigned to be the project manager for a project that is already underway (the previous project manager has been moved to a different project). As you begin to learn about the project, you realize that a project charter was never established. What should you do?

- A. Complain about the project charter not being completed.
- B. Wait and see if a project charter is needed.
- C. Establish a project charter at the point when you enter the project.
- D. Assume that it is too late and continue without a project charter.

你最近被委派为一个即应进行项目的项目经理（前任项目经理已经调往不同的项目），当你开始了解项目，你发现这个项目从来就没有项目章程。你应该做什么？

- A、投诉项目章程没有完成
- B、等待并且看是否需要项目章程
- C、在你加入项目的时候制作项目章程
- D、认为制定项目章程太晚了，没有项目章程继续项目

33. Your company is a pioneer in the construction industry. The government recently floated a tender for setting up a new airport..Since you do not have all the requisite skills within the company, you enter into a joint venture with a leading airport construction company to bid jointly for the government contract. This is an example of :

- A. Exploit.
- B. Share.
- C. Enhance.
- D. Transfer.

你们公司在建筑行业是佼佼者。政府最近准备筹建一个新机场。你们公司因为不拥有所有必备的技术，因此你们准备跟机场建设行业领先的公司合作投标这份合同。这是一个什么例子？

- A、开拓
- B、分享
- C、提高
- D、转移

34. Product X is to be expanded to support online collaboration for 1000 users. The project



manager is presented with two options by the project team.

Option 1 is to buy an independent module and integrate it at a cost of US\$6000. It is estimated probability that there is a 50% probability that users will utilize the facility.

Option 2 is to build the capability at a cost of US\$10,000. It is estimated that there is a 70% probability that users will utilize the facility.

Which is the most appropriate option to choose, based on the expected value analysis, and what is the payoff, if the per user revenue is US\$15?

- A. Option1 with a payoff of US\$1500
- B. Option 2 with a payoff of US\$500
- C. Option 1 with payoff of US\$1500
- D. Option 2 with payoff of US\$500

X 产品将扩大规模以支持 1000 个用户的在线协作。项目团队向项目经理提交了两个选择方案：方案 1 是购买并集成独立模块，成本为 6,000 美元。预计用户有 50%的可能性使用该设备；方案 2 是花费 10,000 美元建设系统能力。预计用户有 70%的可能性使用该设备；根据预期价值分析，哪个方案最适合，并且如果每个用户收入为 15 美元，则回报是多少？

- A、方案 1，回报为 1500 美元
- B、方案 1，回报为 500 美元
- C、方案 2，回报为 1500 美元
- D、方案 2，回报为 500 美元

35. In the process of implementing the project, you discover a deliverable has not received. The seller it is not the content of the contract, but you remember clearly before you discussed this matter, even reached consensus. But you really in the contract did not find the related regulations. Your best approach is:

- A. The deliverables may be described in the specification requirements, and not in the contract.
- B. Required to complete the deliverable.
- C. Submit requests for contract changes, in order to obtain the deliverables.
- D. Require the seller to complete the deliverables.

在项目实施过程中，你发现一项可交付成果还没有收到。卖方告诉你它不是合同的内容，但你清晰记得之前你们讨论过此事，甚至还达成成果一致意见。但你的确在合同中没有发现相关的规定。你的最佳做法是：

- A、这项可交付成果可能在规范要求中有所描述，而不是在合同中。
- B、按要求完成这项可交付成果

C、发起合同变更请求，以便取得这项可交付成果。

D、要求卖方完成这项可交付成果。

36. The project was going well all of a sudden there are were changes to the project coming from multiple stakeholders. After all the changes were determined, the project manager spent time with all the stakeholders to find out why there were changes and to discover any more. The project work has quieted down when a team member casually mentions to the project manager that the team member added functionality to a product of the project. Do not worry they say, "I did not impact time, cost or quality!" What should a project manager do first?

A. Ask the team member how the need for the functionality was determined

B. Hold a meeting to review the team member's completed work.

C. Look for other added functionality.

D. Ask the team member how he knows there is no time, cost or quality impact.

项目一切进展顺利，突然几个干系人提出一些变更。所有变更确定后，项目经理开始与所有干系人讨论变更发生的原因，同时发觉是否还存在更多的变更。当一成员突然提到他给产品增加了一项功能时，全场一片寂静。“请不要担心，我不会影响项目的时间，成本及产品质量，”他说。作为项目经理，你首先应该：

A、询问这位团队成员增加此项目功能是如何确定的。

B、召开会议，审查这位团队成员所完成的工作。

C、寻找其他增加了的功能。

D、询问这位项目团队成员，他们怎么知道不会影响进度，成本及质量。

37. During the project several planned risks occurred, 25% of the contingency budget to be used, while only 5% of the planned work. What technique should the project manager use to assess if the remaining contingency allowance is adequate for the risks?

A. Earned value management

B. Risk audits

C. Risk reassessment

D. Reserve analysis

在项目期间发生了多个计划的风险，导致 25% 的应急预算被使用，而计划内工作只完成了 15%。项目经理应该使用什么工具评审剩余应急储备是否足够应对风险？

A、挣值管理

B、风险审计

C、风险重新评估

D、储备分析

38. The project manager and design team identify a risk that the product performance will be anticipated to unmet the expectation in the product life cycle. What should the project manager and team do next?

- A. Escalate the problem immediately.
- B. Determine the likelihood of the event happening.
- C. Ask management to contract a third party.
- D. Focus on work finish the project on time.

项目经理和设计团队识别到一个可能导致产品在生命周期内性能低下的风险。项目经理和团队接下来应该怎么做？

- A、立即上报问题
- B、确定该事件发生的可能性
- C、让管理层分包给第三方
- D、集中精力工作，按时完成项目

39. A person is writing a document identifying the business need for a project and is including a description of the product created by the project. She includes a list of stakeholders and pre-assigned resources. What is the role of this person on the project?

- A. The project manager for the project or a company functional manager.
- B. A member of the project management team working at the direction of the project manager.
- C. The sponsor or the project manager.
- D. A manager or executive in the organization who is higher in the corporate hierarchy than the project manager.

某人正在编写一份识别商业需求的文档，并描述了该项目需要交付的产品。他罗列了一些干系人名单以及预分派的资源。请问，他的角色是：

- A、项目经理或职能经理
- B、项目经理的下属
- C、项目经理或项目发起人
- D、公司高层次的主管经理

40. The project sponsor calls the project manager and provides them with information about a new project .The project manager asks the project sponsor to provide a project charter. However, due to their busy schedule, the project sponsor is unable to provide a project charter .Which of the following paths should the project manager pursue?

- A. Proceed with the project scope statement preparation, ignoring the absence of a project.
- B. Prepare a first draft of the project charter and interactively work on it until it is signed off by the project sponsor.
- C. Assemble a project team and begin work on the project
- D. Draft detailed project requirements

项目发起人联系项目经理，向项目经理提供一个新项目的信息。项目经理要求项目发起人提供项目章程。然而，由于项目发起人很忙，无法提供项目章程。项目经理应执行下列哪一个路线？

- A、开始制定项目范围说明，忽视无项目章程这个问题
- B、制定项目章程的初稿，并且不断修订，直到获得项目发起人的签署同意
- C、组建项目团队，并开始项目工作
- D、起草详细的项目要求

41. A project is due for completion in six months. Midway through the project, a new technology is introduced to the marketplace. The project must incorporate the new technology and deliver it on time. What is document the project manager should update?

- A. Project management plan.
- B. Quality management plan.
- C. Cost management plan.
- D. Project schedule.

某项目的工期为 6 个月。在项目中途，一项新技术被引进到市场。项目必须包含新技术，并按时交付。项目经理应该更新的第一份文件是什么？

- A、项目管理计划
- B、质量管理计划
- C、成本管理计划
- D、项目进度

42. Which of the following defines the total scope of the project and represents the work specified in the current approved project scope statement?

- A. Work Breakdown Structure (WBS)
- B. Bill of Material (BOM)
- C. Project Charter
- D. Requirements Breakdown Structure (RBS)

以下哪个过程定义了项目的总范围同时描述了在目前批准的项目范围说明书里特定的工作？

- A、工作分解结构
- B、材料清单
- C、项目章程
- D、需求分解结构

43. The director of the business unit submits a request for a new software application. The project manager determines the need for project requirements gathering and scope development. Which of the following should the project manager be performed?

- A. Create the technical specification and requirements traceability matrix.
- B. Create issue log and perform risk analysis.
- C. Document a product description and create a list of stakeholders.
- D. Draft the current and future processes and draft the work breakdown structure.

业务部门的总监提交了一份有关新的软件应用程序的需求。项目经理确定了为项目收集需求和定义范围的必要性。下列哪一项是项目经理需要执行的内容？

- A、创建技术规范和需求跟踪矩阵
- B、创建问题日志和执行风险分析
- C、描述产品文档和创建干系人列表
- D、起草项目当前和未来的流程以及起草工作分解结构

44. A complex project will deploy in 15 stores, in six different cities. The project sponsor hopes project to start immediately. What should the project manager do next?

- A. Identify and prioritize customer expectations.
- B. Determine team operating principles.
- C. Visit all cities to identify initial project risks.

**D. Select the core project team members.**

一个复杂项目将在六个不同城市的 15 个商店中部署。项目发起人希望项目立即开始。

项目经理接下来应该怎么做？

- A、确定客户期望并排列优先顺序
- B、确定团队运作原则
- C、访问所有城市，识别初步项目风险
- D、选择核心项目团队成员

45. The project team is implementing a project. Organizational policy requires for performance review files and other project reports to be listed and documented. Which one of the following tools and techniques should the project manager use?

- A. Reporting system.
- B. Close Project.
- C. Quality audit.
- D. Deliverable acceptance.

项目团队正在执行一个项目。组织政策要求关于绩效评审的文件以及每个完成项目的报告都得一一明示。项目经理及其团队使用的是以下哪一个工具和技术？

- A、报告系统
- B、项目收尾
- C、质量审计
- D、可交付成果验收

46. If you are working on a project with constantly changing scope, which contract type would work best when hiring an outside vendor to complete a portion of the work?

- A. Cost reimbursable
- B. Lump sum
- C. Time and material
- D. Fixed price

如果您正在实施一个经常范围变更的项目，当您雇佣外部供应商完成部分工作时，哪一种合同类型最有效？



D. PV cannot be assessed beyond the data date.

图中哪里有错误？

- A、每周之间的数据日期必须精确。
- B、当 EV 低于 PV 时，AC 不能高于 PV。
- C、不能超出数据日期估算 EV。
- D、不能超出数据日期估算 PV。

49. The project manager receives negative feedback from the customers for the product quality attributes. In order to solve this problem, changes in manufacturing process are required. To evaluate the effectiveness of the changes, which of the following quality control tools should the project manager find the most useful ?

- A. Design of experiments.
- B. Pareto chart
- C. Control chart.
- D. Cause and effect diagram.

项目经理接到客户对于产品质量属性的负面反馈。为解决这个问题，对制造工艺进行了变更。若要评估工艺变更对解决期望的改进是否有效，下列哪一项质量控制工具对项目经理最有用？

- A、实验设计
- B、帕累托图
- C、控制图
- D、根本原因分析

50. For the first time, a company is considering a new product for global release. It should be validated whether the project is worth the required investment. What should the project manager do?

- A. Document the project's objectives and business justification in a project recommend that the project proceed
- B. Document the project's objectives and known deliverables in the project
- C. Document the project's business need and recommend a feasibility determine viability of the project.



D. Document the high-level product requirements and stakeholder expectation scope statement.

一家公司第一次考虑全球发布一项新产品，必须确定项目是否值得投资。项目经理应该怎么做？

- A、在项目章程中记录项目目标和商业论证，对项目的开展提出建议
- B、在项目范围说明书中记录项目目标和已知的可交付成果
- C、记录项目的业务需求，并推荐一个为确定项目可行性而执行的可行性研究
- D、在项目范围说明书中，记录高层次产品需求和干系人期望

51. 192. How many potential communication channels does a project have if there are six stakeholders?

- A. 36
- B. 18
- C. 15
- D. 6

如果项目中有六名干系人，那么存在多少潜在的沟通渠道？

- A. 36
- B. 18
- C. 15
- D. 6

52. As project manager, you would like to show the relationship between two variables to help your project team understand the quality impacts better. Which tool should be used?

- A. Scatter Diagram
- B. Run Chart
- C. Fishbone Diagram
- D. Pareto Chart

作为项目经理，你想要展示两个偏差的关系帮助你的团队更好的理解质量影响。哪一个工具应该被使用？

- A、散点图
- B、趋势图
- C、鱼骨图
- D、帕累托图

53. The project manager initiates project closure work. Which of the following tools and techniques should the project manager use?

- A. Verify scope.
- B. Deliverables.
- C. Expert judgment.

#### D. Organizational process assets

项目经理开始项目的收尾工作。项目经理应采用下列哪种工具和技术？

- A. 确认范围
- B. 可交付成果
- C. 专家判断
- D. 组织过程资产

54. Which of the following activities should the project manager perform when closing the project?

- A. Dispose of materials, review financial payments, and reporting
- B. Evaluate work orders, complete financial payments, and reporting
- C. Review lessons learned, finalize work orders, and evaluate resources
- D. Close work orders, dispose of materials, and transfer resources

项目收尾时项目经理应该执行以下哪些活动？

- A、材料处置、审查财务支付并汇报
- B、评估工作单，完成财务支付并汇报
- C、审查经验教训，确定工作单并评估资源
- D、关闭工作单，材料处置并转移资源

55. Project manager according to the agreed project scope required the ability to determine the project team member candidates. What should the project manager do?

- A. Negotiate with the functional manager to distribute the resource of project.
- B. Negotiate with the identified resources to join the project.
- C. Escalate the resource needs to the project sponsor immediately.
- D. Update the risk management log with the need for company.

项目经理根据交付约定项目范围所需的能力来确定项目团队成员候选人。项目经理应该怎么做？

- A、与职能经理协商，为项目分配资源。
- B、与确定的资源协商让其加入项目。
- C、立即将资源需求上报给项目发起人。
- D、将能力需求更新到风险管理日志中。

56. A key deliverable's timeline is impacted by abnormal weather. Facing this situation, which project documents would be useful for the project manager?

- A. Risk register
- B. Work breakdown structure
- C. Project schedule
- D. Risk breakdown structure

异常的天气状况危及到一个关键可交付成果的时间线。在这个情况下，以下哪一项对项目经理有帮助？

- A、风险登记册
- B、工作分解结构
- C、项目进度表
- D、风险分解结构

57. While monitoring a project process, the quality manager notes four consecutive points are on the same side of the mean, none of which is outside the control limitation. What's the status for this process?

- A. It is out control
- B. It is under control
- C. It needs mitigation
- D. It needs investigation

在监控项目过程中，质量经理注意到四个连续数据点落在平均线的同一侧，没有任何一个超出控制限值。这个过程的状态是什么？

- A、过程失控
- B、过程在控制当中
- C、过程需要减轻
- D、过程需要调查

58. A company plans to host a regional conference. The last similar conference is not successful. The project manager appointed to lead this conference expects a flawless this conference will be a complete success. To analyze the problems from the last conference and determine steps for this conference to success. What the tools and methods should the project manager use?

- A. Ishikawa diagrams.
- B. Histogram.

C. Control charts.

D. Pareto charts.

某公司计划举行一次区域会议。上次的类似会议没有成功。指定负责该会议的项目经理希望这次会议能够取得圆满成功。为了分析上次会议出现的问题以及确定成功举行本次会议的步骤，项目经理应该采取何种工具或方法？

A、石川图

B、直方图

C、控制图

D、帕累托图

59. The project has been going well when one of the suppliers informs you that, as they warned you during project planning, they will deliver your equipment two days late. At the same time, you get a call from a team member informing you that the critical path activity she is working on will take longer to complete than planned. What is the BEST thing to do?

A. Use a contingency reserve for the first, and find out how much later the activity will be.

B. Ask for a change order for each.

C. Have both reviewed with the change control board..

D. Find out why the activity was late.

项目一切进展顺利，突然一供应商告诉你，他们提供的设备将比预期晚到 2 天。此时，一项目成员也通知你，他所负责的关键路径上的某项活动也要超时完成。那么你应该怎么做？

A、首先动用紧急储备，然后再确定活动具体延期多长时间。

B、要求供应商和团队成员分别进行变更请求。

C、交给变更控制委员会去审核供应商和团队成员的问题。

D、寻找活动延期的原因。

60. A project manager has been assigned to implement new server equipment into a data center.

Through a risk workshop, the following two risks have been identified and assessed as highly to occur.

1. Equipment is delayed due to shortages of key components
2. The customer has not initiated preparation of the data center, risking a delay in the project.

What should the project manager do next?

- A. Initiate the risk mitigation process
- B. Conduct a Monte Carlo analysis
- C. Add to the risk management plan
- D. Initiate risk response planning

一位项目经理已被任命在一个数据中心安装新的服务器设备。通过一次风险专题会，以下两项风险已被识别，并被评估为发生的可能性高：

1. 由于关键部件短缺，导致设备延期
2. 客户还未开始准备数据中心，导致项目延期

项目经理下一步应该做什么？

- A. 启动风险减轻过程
- B. 执行蒙特卡洛分析
- C. 添加进风险管理计划
- D. 启动风险应对计划

61. During which of the stages of the team development do the team members adjust habits and behaviors, and start trusting each other?

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

团队成员在团队建设五阶段的哪一阶段中调整习惯和行为并开始相互信任？

- A. 成熟
- B. 解散
- C. 规范
- D. 形成

62. A construction project has a work package that could result in fatalities or long term disabilities with losses of over US\$2 million. The company has had a clean record in the past and has won several safety awards. An appropriate risk response strategy is to:

- A. Post a sign that describes the number of injuries to date and remind everyone to be careful.

- B. Insure against the risk.
- C. Add classroom training on safety for the project team.
- D. Not do the work package.

一个建筑项目上某一工作包会导致死亡事故或永久残疾，损失的成本将超过 2,000,000 美元。你公司过去记录良好，而且获得过安全贡献奖。此时，应采取何种风险应对措施？

- A、贴告示通知受伤的数量，提醒所有人当心。
- B、购买保险
- C、给团队增加安全方面的培训
- D、不要做这个工作包

63. A project is a week behind schedule because an engineer is not familiar with some of the technology. The project manager assigns a senior resource to mentor the engineer and documents it in the project management plan. This is an example of which of the following?

- A. Work performance information.
- B. Expert judgment.
- C. Corrective action.
- D. Preventive action.

由于工程师不熟悉某些技术，项目落后于进度一周。项目经理任命一名高级资源来指导工程师并将其记录在项目管理计划中。这属于下列哪一项范畴？

- A. 工作绩效信息
- B. 专家判断
- C. 纠正措施
- D. 预防措施

64. The project has been going relatively well, although there have been some problems with resource availability and the project scope has changed more than was expected. The project is now completing one of its phase. Of all decisions the sponsor must consider during an end-of -phase review meeting, the MOST difficult is:

- A. Authorizing scope change for the next phase.
- B. Authorizing budget increase for the next phase based on scope changes.
- C. Cancelling the project.
- D. Decreasing scope to maintain the budget.

尽管出现了资源到位和范围变更的问题，但是项目相对来说进展还是比较顺利。到目前为止，项目第一阶段已经完成。发起人在阶段结束后的评审会议上所考虑的各种决策中，其中最难的是：

- A、对下一项目阶段范围变更的授权。
- B、对下一阶段由于范围变更导致预算增加的授权。
- C、取消项目。
- D、为了维持预算而进行范围消减。

65. Four months into a 10-month project, the project manager realizes that the project is behind schedule and slippage will lead to an overrun of 25% of the project's budget. A change request is created, but when the project manager seeks approval, the executive is reluctant to do so. What could be the reason for this executive's reluctance?

- A. Lack of the project management plan approval.
- B. Lack of the risk management plan approval.
- C. Lack of the communications management plan approval.
- D. Lack of the change management plan approval.

在一个为期 10 个月的项目进入第 4 个月时，项目经理意识到项目落后于进度，且进度偏移将会导致项目预算超支 25%。为此项目经理创建了变更请求，但当项目经理寻求变更请求获得批准时，管理层却不愿批准。管理层不愿批准的理由可能是什么？

- A. 缺乏项目管理计划批准
- B. 缺乏风险管理计划批准
- C. 缺乏沟通管理计划批准
- D. 缺乏变更管理计划批准

66. The project are well defined, however, the performing organization does not have the resource to develop the project and wants to use a provider for all management services to cooperate in the development of this project. What should use the type of contract the project manager suggests?

- A. Firm fixed price contracts.
- B. Time and material contracts.
- C. Cost plus incentive fee contracts.
- D. Fixed price incentive fee contracts.

项目得到了很好的定义。然而，执行组织没有资源来开发项目，希望使用一家提供所有管理服务的机构来合作开发这个项目。项目经理应该使用哪种合同类型？

- A、固定总价合同
- B、工料合同
- C、成本加激励费用合同
- D、总价加激励费用合同

67. During the execution phase, marketing informs the sponsor that focus groups give the product mixed reviews and a minor change is required. The sponsor instructs the project manager to incorporate the change, because it will not change the scope or budget. What should the project manager do next?

- A. Document the requested change.
- B. Assign responsibility for implementing the change.
- C. Communicate the change to the affected parties.
- D. Convene the team to evaluate the impact of the change.

在执行阶段，市场部通知项目发起人中心小组提供了产品的混合审查,需要进行细微变更。项目发起人指示项目经理包含变更，因为该变更不会改变范围或预算。项目经理接下来应该怎么做？

- A、记录要求的变更
- B、为执行变更分配职责
- C、与受影响的方沟通该变更
- D、召集团队来评估变更的影响

68. Due to significant cost overruns, the steering committee decides to terminate the project. The key stakeholders don't agree with this decision. Because they believe the real value of the project goal can't be measured in terms of money. The steering committee's chairman arranges the project manager prepare a lessons learned presentation for a joint meeting of the key stakeholders, sponsor, and the steering committee. The chairperson expects the activities to ease the tension among the departments. The project manager must travel to company headquarters to do this report. What should the project manager update?



- A. Project scope statement.
- B. Risk management plan.
- C. Organizational process assets.
- D. Project management plan.

项目指导委员会因重大成本超支而终止项目。利害关系者不赞同该决定。因为他们以为项目目标的真实价值无法以金钱来衡量。指导委员会主席让项目经理为主要利害关系者、赞助者、指导委员会联合召开一场会议，会议准备一场经验教训报告。主席希望借此缓解部门间的紧张气氛。项目经理必须前往公司总部做这个报告。项目经理应该更新哪一份文件？

- A、项目范围说明书
- B、风险管理计划
- C、组织过程资产
- D、项目管理计划

69. You have just finished most of the work on a new system integration project when the seller comes to you with detailed procedures for close out of the contract. The contract included closeout procedures. What should the project manager do?

- A. Revise the closeout procedures after getting management's approval.
- B. Get a change order.
- C. Create new procedures that are more complete.
- D. Assess the quality of the seller's new detailed procedures and if they are better than the current procedures, use them.

你刚刚完成一个系统集成项目的大部分工作。供应商找到你并拿出一个详细的合同收尾程序。但是合同中已经规定了合同收尾程序，作为项目经理的你应该怎么做？

- A、获得管理层批准后收尾程序
- B、获得一个变更单
- C、建立一个更加完整的程序
- D、评估供应商新的详细程序的质量，如果好于现在的程序，就予以采纳。

70. In your project, you are in the project of developing the human resource plan. Which of the following is not an enterprise environmental factor that would influence this process?

- A. Lessons learned documentation.
- B. Existing human resources.
- C. Personnel administration policies.
- D. Marketplace conditions.

在你的项目中，你处于制定人力资源计划的过程中。下列哪一个不是影响这一过程的事业环境因素？

- A、经验教训文档
- B、现有的人力资源情况
- C、人事管理政策
- D、市场条件

71. What is the name of the document which states whether the project is worth the required investment, based on a cost-benefit analysis made by the company at the initiation of a new project?

- A. Project statement of work.
- B. Business case.
- C. Strategic plan.
- D. Business plan.

下列哪个文件根据公司在新项目之初所做成本效益分析,阐述了项目是否值得所需投资？

- A. 项目工作说明书
- B. 商业论证
- C. 战略计划
- D. 商业计划

72. In an engineering project, project manager applies the project management methods that have been successful in the more negative complex projects. The project team members complain that implementing the peer management requires too much efforts for this type of project. What should the project manager do to ensure the cost of quality is adequate to the project's characters?

- A. Omit the peer review.
- B. Consult the quality measurement indicators.
- C. Perform a quality audit.
- D. Consider the quality cost in the project.

在一个工程项目中，项目经理应用了一个在之前更为复杂项目中成功应用的项目管理方法。项目团队成员抱怨说在这种类型项目中实施对等管理需要花太多的精力。若要确保质量成本，满足项目的特征，项目经理应该怎么做？

- A、省略同行评审
- B、查询质量测量指标
- C、执行质量审计
- D、在计划中考虑质量成本

73. At a project status team meeting, one team member disagrees with another team member regarding a corrective action. The debate escalates and they are soon both adamantly, Other team members are not participating. The project manager directs the team on the corrective action to use. What conflict resolution technique did the project manager use?

- A. Compromising
- B. Forcing
- C. Withdrawing
- D. Smoothing

在一次项目状态团队会议上，一名团队成员与另一名团队成员在纠正措施方面有不同意见。他们的争论持续升级，很快语气都变得很强硬。其他团队成员没有参与。项目经理直接命令团队使用纠正措施。项目经理使用的是哪种冲突解决技巧？

- A. 妥协
- B. 强迫
- C. 撤退
- D. 缓解

74. Risk assessment is a technique used in which of the following process?

- A. Plan Risk Management.

B. Identify Risks.

C. Control Risks.

D. Perform Qualitative Risk Analysis.

风险评估是在下列哪一个过程中使用的技术？

A、制定风险管理计划

B、识别风险

C、控制风险

D、开展定性风险分析

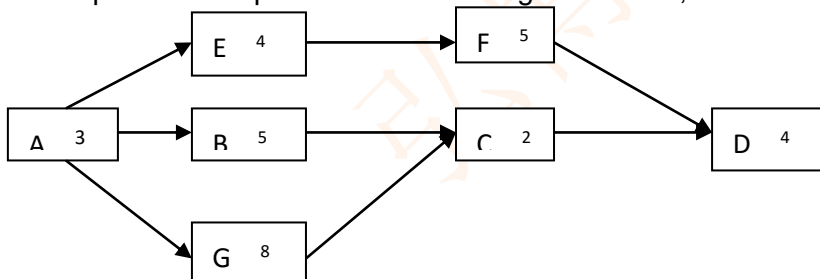
75. A project does not meet the project schedule requirements. A new project manager is taking over the project and he needs to review the project schedule to ensure that the project can be completed on time. What method should be used for the critical path?

A. Compress the schedule on the line A-G-C-D

B. Compress the schedule on the line A-B-C-D

C. Implement the parametric estimating for the line A-G-C-D

D. Implement the parametric estimating for the line, the A-E-F-D



某项目未达到项目工期要求，新项目经理正在接管项目并需审查项目时间表，以确保项目如期完工，应针对上图的关键路径采用何种方法？

A. 压缩路线 A-G-C-D 上的进度

B. 压缩路线 A-B-C-D 上的进度

C. 针对路线 A-G-C-D 实施参数估算

D. 针对路线 A-E-F-D 实施参数估算

76. Which of the following is the process of reviewing, approving and managing change of the project deliverables?

- A. Validate Scope.
- B. Perform Integrated Change Control.
- C. Verify Project.
- D. Monitor and Control Work.

下列哪一项属于项目可交付成果变更的审查、批准和管理过程？

- A、确认范围
- B、实施整体变更控制
- C、核实项目
- D、监控项目工作

77. During the implementation phase, the project manager becomes aware that the stakeholders of the project are in multiple positive and negative ways. What should the project manager avoid this situation?

- A. Ask the senior management and the project sponsor to reduce the number of key stakeholders.
- B. Implement a stakeholder analysis and group the stakeholders by using a power/interest grid.
- C. Focus the management actions on key stakeholders.
- D. Update the risk register.

项目进入实施阶段后，项目经理意识到项目干系人在项目中存在多个积极或消极的影响。项目经理应该如何避免这种情况？

- A、询问高级管理层和发起人，减少关键干系人的数量

- B、执行一项干系人分析，并按干系人权力/利益方格分类
- C、将管理活动集中在关键干系人上
- D、更新风险登记册

78. While the execution phase, the project team anticipates that the customer may request a new set of requirements. This is logged as a risk. Today, the customer formally gives notice that the new requirements are to be effective. What should the project manager's next step be?

- A. Update the risk register and create a change request.
- B. Execute the risk response plan associated with the risk.
- C. Update the risk register and the risk management plan.
- D. Adjust the schedule in accordance with the new requirements.

在项目执行阶段，项目团队预计客户可能会提交一系列新的需求。这被认为对项目是有风险的。今天，客户正式告知新的需求将会生效。项目经理下一步应该怎么做？

- A、更新风险登记册和提交变更请求
- B、对相关风险执行规划风险应对
- C、更新风险登记册和风险管理计划
- D、根据新的需求调整一个进度表

79. A full-time project manager who fully control of the project's budget and has moderate to high authority, is part of which type of organization?

- A. Projectized.
- B. Weak matrix
- C. Strong matrix
- D. Functional

全权控制项目预算并具有中高级别职权的全职项目经理属于下列哪一项？

- A、项目型
- B、弱矩阵型
- C、强矩阵型
- D、职能型

80. Using the contingency reserve on the project pushes the S-Curve of actual cost in which direction?

- A. Right
- B. Up
- C. Down
- D. Left

使用项目的应急储备能够将实际成本的 S 曲线推向哪一个方向？

- A、右
- B、上
- C、下
- D、左

81. A project team wants to hire a third-party company to design and implement a project component. What technique ensures fairness when selecting a vendor?

- A. Advertising.
- B. Bidder conferences.
- C. Request for proposal.
- D. Qualified seller list.

项目团队希望聘用第三方公司来设计和执行一部分项目。在选择供应商时，下列哪一项技术能够确保公平性？

- A. 广告

- B. 投标人会议
- C. 建议邀请书
- D. 合格卖方清单

82. If you are creating a new WBS for your project, what should you consider to save time during the creation process?

- A. Delegate the WBS creation since it is not an important process
- B. Skip the WBS process
- C. Use a previous WBS from a similar project as a template
- D. Create a less detailed WBS

如果你正在为你的项目创建 WBS，你应该考虑什么以便在创建过程中节省时间？

- A、委派 WBS 的创建因为这不是一个重要过程
- B、跳过 WBS 过程
- C、用之前类似项目的 WBS 作为模板
- D、创建一个不详细的 WBS

83. Impact Scores:

Risk	Probability	Cost	Schedule	Performance
A	0.1	6	8	0.5
B	0.9	2	1	8
C	0.3	2	8	1
D	0.5	4	4	8
E	0.3	2	6	1

A project team identifies several risks and assesses probability of occurrence and potential impact on cost, schedules, and performance for each risk. This information is presented in the table. If meeting the schedule objectives are the highest priorities for this project, which is the most critical risk for the project team to address?

- A. Risk A is most critical.
- B. Risk B is most critical.
- C. Risk C is most critical.
- D. Risk D is most critical.

影响指数：



风险	概率	成本	进度	绩效
A	0.1	6	8	0.5
B	0.9	2	1	8
C	0.3	2	8	1
D	0.5	4	4	8
E	0.3	2	6	1

项目团队识别了一些风险并评估了每项风险发生的可能性及其对成本、进度和绩效的潜在影响。该信息参见所示表格。若实现进度目标为本项目的首要考虑问题，则项目团队应处理的最关键风险是什么？

- A. A 风险最关键
- B. B 风险最关键
- C. C 风险最关键
- D. D 风险最关键

84. The project manager conducts an interview with a key stakeholder. This stakeholder insists that the project be completed by a certain date to allow the resulting product to be arranged manufacture in time for a critical trade exhibition. The stakeholder also insists that the product must pass existing international safety standards. The stakeholder will not release the initial fund for the project kick-off unless both conditions are included. Where must the project manager include these conditions?

- A. Project summary milestones
- B. Project contract summary
- C. Project high-level requirements
- D. Project exit criteria

项目经理会见了一个主要利害关系者。该利害关系者坚持认为，应在某日期完成项目，以便及时安排产品生产并参加某个贸易展览会。利害关系者还认为产品必须达到现行国际安全标准。只有接受这个条件，利害关系者才能提供项目所需启动资金。

项目经理应将这些条件纳入下列哪一项？

- A、项目主要里程碑
- B、项目合同摘要
- C、项目概括性需求
- D、项目退出标准

85. The project wants to build a long channel with 12 kilometers. The project budget is 1 million, it is expected to build 100 meters of runway. The senior management requires the project manager to use earned value management(EVM) monthly to promoters report state. After six months, the project has completed the 600 meters channel, and has been spending US\$600,000.What should the project manager report to the project sponsor?

- A. The project's cost performance index of 0.83 and a schedule index of 1,The project will be completed on time, but may exceed the budget.
- B. The project's cost performance index of 0.6 and a schedule performance index of 1. according to the S-curve, the project may be complete on time and on budget.
- C. The work is progressing well. It has spent US\$600,000,and is expected value of US\$600,000,and it is expected to be ^completed on time.
- D. The work is progressing well, but the project will likely be over budget. There is insufficient information to create a budget using EVM.

某项目要建设一条 12 公里的通道，项目预算为 100 万美元，预计每个月建设 1000 米的跑道。高级管理层要求项目经理使用挣值管理（EVM）每月向发起人汇报状态。6 个月后，已经完成了 6000 米的通道，且已经支出 600,000 美元。项目经理应该向项目发起人汇报下列哪一项？

- A、该项目的成本绩效指数为 0.83，进度绩效指数为 1。项目能按时完成，但是有可能超出预算。
- B、项目的成本绩效指数为 0.6，进度绩效指数为 1，依照 S 曲线，项目有可能按时按预算完成。
- C、工作进展良好，已经支出了 600,000 美元，预期将按时完成。
- D、工作进展良好，但项目有可能超出预算。没有足够的信息来使用 EVM 创建预算。

86. The project has an earned value (EV) of US\$1,530, and a planned value (PV) of US\$1,630. A team member suggests removing a deliverable to benefit the schedule and positive impact the critical path. After documenting the details, the project manager proceeds:

- A. Submit a change request
- B. Change the project management plan
- C. Recalculate the PV
- D. Perform a reserve analysis

项目的挣值（EV）为 1,530 美元，计划价值（PV）为 1,630 美元。团队成员建议取消一个可交付成果有助于改善项目进度，并积极影响关键路径。记录这些详情之后，项目经理应该进行下列哪一项活动？

- A、提交变更请求
- B、更改项目管理计划
- C、重新计算 PV
- D、进行储备分析

87. After the key stakeholders approve the project plan, the project manager starts the project. However, project team and stakeholders do not understand their roles and responsibilities to execute the project according to schedule. How could the project manager prevent this before project execution?

- A. Circulate the project plan to the project team and stakeholders
- B. Circulate the project schedule to the project team and stakeholders
- C. Hold a kick-off meeting including the project team and stakeholders
- D. Hold a formal project status meeting to determine the project status

在关键干系人批准项目计划后，项目经理开始执行，但是项目团队和干系人不了解他们的角色和职责，不能按进度执行项目。在项目执行前，项目经理应如何避免这种情况？

- A、将项目计划分发给项目成员和干系人
- B、将项目进度表分发给项目团队和干系人
- C、召开一次由项目团队和干系人参加的项目启动会
- D、召开一次正式的项目状态会议，确定项目状态

88. You are having difficulty estimating the cost of a project. Which of the following best describes the most probable cause of your difficulty?

- A. Inadequate scope definition.
- B. Unavailability of records from previous projects.
- C. Lack of historical records from previous project.
- D. Lack of company processes.

你在做成本估算时遇到了困难，以下哪项是出现困难的最可能原因？

- A、缺乏确定的范围
- B、没有提供预期的资源
- C、缺乏以前项目的历史数据
- D、公司缺少流程

89. The project deliverables are approved and the project manager receives payment for the final invoice. A procurement audit is performed. Who provides formal authorization for the

closure of the project?

- A. Project team
- B. Subject matter expert
- C. Project sponsor
- D. Project expeditor

项目可交付成果获得批准，且项目经理收到最终发票的付款。目前正在执行采购审计。谁会提供项目收尾的正式授权？

- A. 项目团队
- B. 主题专家
- C. 项目发起人
- D. 项目联络员

90. The project management office completes a year-long asset management project for a customer. The customer requests the project be extended to incorporate recently acquired assets. Which of the following should the project manager do next?

- A. Present the change order to the change control board
- B. Review and analyze the customer's a change request
- C. Refuse to accept the change order and complete the initial work scope
- D. Issue a counter-proposal for the customer's consideration

项目管理办公室为客户完成了一个为期一年的资产管理项目。客户要求延长项目以涵盖其最近收到的资产。项目经理接下来应执行下列哪一项？

- A、将变更单提交给变更控制委员会批准
- B、审查并分析客户的变更请求
- C、拒绝接受变更单，并完成原始的工作范围
- D、发送一份回馈建议供客户考虑

91. Which the type of the report should the project team create to identify high points and low points in a project to use in future projects?

- A. Cause and Effect report
- B. Status report
- C. After the implementation of summary
- D. Lessons learned report

项目团队采用什么类型的报告来确定项目中的高点和低点，以便在未来的项目中使用？

- A、因果报告

- B、状态报告
- C、实施后摘要
- D、经验教训报告

92. During a presentation to management, you want to display the project schedule with only the key deliverables displayed. What is the correct tool for this purpose?

- A. Project Schedule Network Diagram
- B. Critical Path Schedule
- C. Milestone chart
- D. Bar chart

向管理层演示时，你想要显示只有主要可交付成果的项目进度，达到这个目的的工具是什么？

- A、项目进度网络图
- B、关键路径进度计划
- C、里程碑图
- D、横道图

93. Held with the project stakeholders in kick-off meeting, a never before offer advice stakeholders questioned the project baseline. With the stakeholders for serious discussion, obviously still unable to get the project baseline. What should the project manager take appropriate measures to?

- A. Explain the details of the project baseline, and from the planning process begin to assess opinion data
- B. Explain to the stakeholders in the stage, it can't consider the idea of reason
- C. Puts forward change request to evaluate the new conditions to the stakeholders,
- D. Insist on project planning approval, and in the follow-up phase if the new opinion investigation.

在与项目干系人召开的项目启动会上，一名之前从来没有提供意见的干系人，此时质疑项目基准。在与该干系人进行认真的讨论之后，很明显仍无法获得项目基准。项目经理应该采取的适当措施是什么？

- A、说明项目基准的详细情况，并从计划过程开始评估意见数据
- B、向干系人解释在该阶段无法考虑这个意见的原因
- C、提出变更请求来评估新的情况

D、获得项目计划批准，并在后续阶段对新意见展开调查

94. A project consists of three major activities: A. Euro conversion development (5weeks); B. General Ledger development (6 weeks); C. CRM implementation (7weeks). Activity B cannot start until activity A is completed and an additional week is spent on resource reassignment. Activity C can only start a week after activity B has started. What is the earliest duration for the project completion?

- A. 12 weeks
- B. 13 weeks
- C. 14 weeks
- D. 18 weeks

某个项目包括三项主要活动：A. 欧元兑换开发 (5 个星期); B. 总帐开发 (6 个星期); C. CRM 实施 (7个星期)。活动B 必须在活动A 完成后才能开始，另外还需要一个星期进行资源事先分派。活动C 只能在活动B 开始一个星期后才能开始。项目完工的最短工期要多长？

- A、12 个星期
- B、13 个星期
- C、14 个星期
- D、18 个星期

95. You have been working on a project for the last six months. Your management lets you know that you will receive an incentive of \$5000, if you complete the project one month ahead of schedule. When closing the project ahead of schedule, your team informs you that the product contains a minor flaw and may not fully satisfy the customer's needs. However, rectification of the minor flaw will require a lot of changes and take 2 more months. In this context, you will:

- A. Close out the project.
- B. Review the situation with your customer and sponsor.
- C. Rectify the flaw and then close out the project.
- D. Close the project and then inform the sponsor about the flaw.

你最近六个月曾工作在一个项目中。你的管理层告诉你如果提前 1 个月完工，你将得到 5000 元的激励。当你快要提前结束项目时，你的一名团队成员告诉你产品中包含的一个小缺陷将不能完全满足用户的要求，纠正这一错误则需要一些变更，不过这得花 2 个月时间。这时你会：

- A、结束项目

- B、与你的客户和发起人一起审核当前状况
- C、纠正错误，然后结束项目
- D、结束项目，然后把错误通知发起人

96. The following are the project tasks:

Task A (duration 4 days)

Task B (duration 3 days)

Task C (duration 4 days)

Task D (duration 2 days)

Task E (duration 3 days)

Task F (duration 4 days)

Task D and task F can not start until task C is completed. Task A and task B can start at any time after task C starts, but must complete before the end of the project. Task E can only start after task D is completed. During the execution of task B, which starts 1 day later after task C starts, exception happened which will cause a 2-day delay for task B. What action should be taken to ensure the project can be completed on time?

- A. Add more resources to task B
- B. No action is necessary
- C. Reassign resources to tasks on
- D. Add more resources to task D

项目任务如下：

任务 A（持续时间 4 天）    任务 B（持续时间 3 天）    任务 C（持续时间 4 天）

任务 D（持续时间 2 天）    任务 E（持续时间 3 天）    任务 F（持续时间 4 天）

任务 D 和任务 F 只能在任务 C 结束后开始。任务 A 和任务 B 可以在任务 C 开始后的任何时间内开始，但是必须在项目结束前完成。任务 E 只能在任务 D 完成后开始。任务 B 是在任务 C 开始一天后才开始的，在执行任务 B 过程中，发生了一件例外事项，导致该任务延期 2 天。为了确保项目按时完成，应采取什么措施？

- A、为任务 B 添加更多资源
- B、不需要采取任何措施
- C、为关键路径上的任务重新分配资源
- D、为任务 D 添加更多的资源

97. A project manager creates the work breakdown structure (WBS) and WBS dictionary. What factor should be used to determine the level of detail of the work package?

- A. Complexity of the project



- B. Form of the WBS structure
- C. Top-down approach
- D. Individual work component

项目经理创建了工作分解结构（WBS）和 WBS 词典。应该用什么要素确定工作包详细的层次？

- A、项目的复杂性
- B、WBS 结构的格式
- C、自上而下法
- D、单个的工作组成部分

98. The customer requests information about a product being developed in a project. There is minimal information available about the product. What should the project manager develop next?

- A. Work breakdown structure
- B. Stakeholder register
- C. Statement of work
- D. Project management plan

客户索取在某个项目中正在开发的产品相关信息。但是可提供的产品信息极少。项目经理接下来应该制定什么？

- A. 工作分解结构
- B. 干系人登记册
- C. 工作说明书
- D. 项目管理计划

99. An experienced project manager in a projectized organization is approaching the project's closing phase. What should the project manager do next?

- A. Check for a new multiyear project allocation.
- B. Compare actual project performance against the original plan.
- C. Inform the customer that the project will be closed.
- D. Obtain acceptance from the customer.

在一个项目式组织中经验丰富的项目经理接近项目的收尾阶段。项目经理接下来应该怎么做？

- A. 核对一个为期多年新项目的项目分配
- B. 将实际项目绩效与原计划对比
- C. 通知客户项目将会收尾
- D. 获得客户的验收

100. During the initiation phase, the project manager invites a financial, a law consultant, a purchase agent and an electrical engineer to create a list of project risks. During the meeting,



the experts write down the risks on notes and attach the notes to the wall so the project manager can collect and analyze the risks. Which of the following techniques did the project manager use?

- A. Interviewing
- B. Brainstorming
- C. Risk analysis
- D. Delphi technique

在项目启动阶段，项目经理邀请一名财务分析师、一名法律顾问、一名采购工程师和一名电子工程师来创建一份项目风险清单。会议期间，专家们在便签纸中记录风险并将风险粘贴到墙上以便项目经理可以收集和分析风险。项目经理是使用了哪一项技术？

- A、访谈
- B、头脑风暴
- C、风险分析
- D、德尔菲技术

101. A product development project is the key part of the supply chain disruption of encounter. Future parts delivery will be delayed a few weeks. The results will lead to the production line to stop. There is an alternative suppliers to provide the same quality parts. But the use of the alternative providers will need to change the specifications. Change technical specification and proves that the components of a quality requirements for the cost of 2600000dollars, and it takes eight weeks, the original supplier components will be indefinitely delayed possibility of 50%. What should the project manager do?

- A. Postpone the project until supplies of the specified component resumes.
- B. Perform a quantitative risk analysis of the cost to the project by switching suppliers.
- C. Forego the risk analysis and immediately begin to incorporate the alternate supplier to keep the project on schedule.
- D. Use the alternate supplier and balance future deliveries with those from the original supplier once deliveries resume.

一个产品开发项目的关键部件遭遇供应链的中断。未来的部件交付将会延迟几个星期。结果会导致生产线停止。有一个替代供应商能够提供相同质量的部件。但是使用该替代供应商将需要变更技术规范。变更技术规范以及证明该部件合乎质量要求的成本为 260 万美元，而且需要八周时间，原始供应商的部件将会无限期延迟的可能性有 50%。项目经理应该怎么做？

- A. 推迟项目，直至规定部件继续供应为止
- B. 开展更换供应商对项目成本影响的定量风险分析
- C. 放弃风险分析，立即开始采用替代供应商，让项目保持进度
- D. 采用替代供应商，并在一旦原始供应商能继续交付时，平衡两家供应商的交付量

102. While planning the project, you discover that an expert resource might be available to work on your project. However, the resource manager will not commit to the resource being on your team at the present time. The best thing to do would be to estimate the task:

- A. As if the expert resource were available.
- B. As though you had an average resource doing the task.
- C. As if you had an inexperienced resource.
- D. Using the Delphi method.

在编制项目计划时，你发现有一个专家资源可资利用到你的项目中，但是资源经理当时却不能承诺把他分配到你的项目团队中。你估算这个任务时应该：

- A、按照专家能否利用来估算。
- B、按照普通的资源水平来完成任务
- C、按照不熟练的资源水平来完成任务
- D、使用德尔菲法

103. The project has specific service level agreements which assure quality of service to the customer. Which of the following of the tool can the project manager use to determine that the service is stable or has a predictable performance?

- A. Control charts.
- B. Pareto charts.
- C. Flowcharting.
- D. Benchmarking.

某项目具有为客户保证质量服务方面的特定服务协议。以下哪一项工具能够帮助项目经理用来确定该服务是稳定或者具有可预测的绩效的？

- A、控制图
- B、帕累托图
- C、流程图
- D、标杆对照

104. The project manager is working to clearly describe the level of involvement expected from everyone involved in the project in order to prevent rework, conflict, and coordination problems. Which of the following BEST describes the project manager's efforts?

- A. Develop Project Management Plan and Plan Quality.
- B. Problem solving, control, and discovering gold plating.
- C. Validate Scope and Control Quality.
- D. Monitor and Control Risk. Develop Project Team, and Lessons Learned.

项目经理正在尽可能详细的描述每位团队成员所负责工作的层级，以避免返工、冲突和协调问题的发生。以下哪一项描述了项目经理所做的工作？

- A、制定项目管理计划和规划质量。
- B、解决问题、项目控制和寻找镀金。
- C、确认范围和控制质量。
- D、监控风险、组建项目团队和总价经验教训。

105. After a project starts, a senior stakeholder requests that another deliverables. Before the project sponsor previously stated that no further funding would be available for the project. What should the project manager do?

- A. Ask the project team to made a joint agreement to ask for funding.
- B. Present the project scope statement and reject the new request.
- C. Reject the new request to stop any further information gathering.
- D. Ask for a formal change request containing all required information.

项目启动后，一名高级干系人要求添加另一个可交付成果。项目发起人之前已经表示不会给该项目提供额外的资金了。项目经理应该怎么做？

- A. 让项目团队签署协议，争取更多的资金
- B. 出示项目范围说明书，拒绝新的要求
- C. 拒绝新的要求，停止任何进一步的信息收集
- D. 要求包含所有必要信息的正式变更请求

106. The project manager is responsible for a system integration project. Which documents are required to perform quality assurance on the project?

- A. Quality metrics, work performance information, project management plan.
- B. Project management plan, lessons learned, scope statement.

C. Cost performance baseline, project management plan, schedule performance index.

D. Project management plan, variance analysis, risk register.

项目经理负责一个系统集成项目。执行质量保证需要哪些文件？

A、质量测量指标、工作绩效信息和项目管理计划。

B、项目管理计划、经验教训文件和项目范围说明书。

C、成本绩效基线、项目管理计划和进度绩效指数。

D、项目管理计划，偏差分析和风险登记册。

107. The project team finds that the project is likely to be exposed to significant financial risk. What strategy should be used to manage this type of risk?

A. Avoid.

B. Share.

C. Transfer.

D. Accept.

项目团队发现项目有可能暴露于重大财务风险当中。若要管理这类风险，应该使用哪种策略？

A、规避

B、分享

C、转移

D、接受

108. The project team prepares a chart linking the categories and subcategories of identified risks. The team is creating which of the following?

A. Risk register

B. Risk breakdown structure

C. Qualitative risk analysis

D. Quantitative risk analysis

项目团队制作了一份图表，将已识别风险的类别和子类别联系起来。项目团队正在制作下列哪一项？

- A. 风险登记册
- B. 风险分解结构
- C. 定性风险分析
- D. 定量风险分析

109. During the project's execution phases, an identified risk becomes an issue. According to the updated risk register, a defined workaround would resolve the problem. The workaround is effective and can be quickly implemented during execution by a project team member at no extra cost. What should the project manager do first?

- A. Implement the workaround as defined in the risk register.
- B. Bring that change request to the change control meeting.
- C. Discuss the workaround with the client because it could change the project scope.
- D. Try to avoid changes to the scope baseline.

在项目执行阶段，一个已识别风险成为问题。根据更新的风险登记册，一个已定义的权变措施可以解决这个问题。该权变措施是有效的，而且能够在无需额外成本的情况下，由某个项目团队成员在执行期间快速实施。项目经理首先应该怎么做？

- A. 实施风险登记册定义的权变措施
- B. 将变更请求带到变更控制会议上
- C. 与客户讨论权变措施，因为有可能会改变项目范围
- D. 力图避免对范围基准的任何变更

110. A company's organizational structure is weak matrix. The project manager's authority and available resources are very limited, so in this kind of organization, what is the project manager's role?

- A. Coordinator or Expediter.
- B. Executive director.
- C. Subcontractor.
- D. Portfolio Manager.

一家公司的组织形式是弱矩阵。项目经理的职权和可资使用的资源都非常有限，那么在这样的组织结构里，项目经理的角色是什么？

- A. 协调员和催交员

- B、分包商
- C、主管
- D、项目组合经理

111. The project manager's change request is approved by the change request board and will affect the project schedule. What is the next step to implement the change?

- A. Re-baseline the project.
- B. Assign the change request to a team member.
- C. Update the project management plan.
- D. Revise the budget.

项目经理的变更请求获得变更请求委员会的批准，并且会影响到项目进度。实施变更的下一步是什么？

- A. 重订项目基准
- B. 向某个团队成员分配变更请求
- C. 更新项目管理计划
- D. 修改预算

112. A company of a project needs to launch a new product using an external vendor.

Which of the following should be provided to vendors listed?

- A. Project Plan
- B. Project Scope Statement
- C. Proposals.
- D. Purchasing Management Plan

某公司的一个项目必须要选择一名外部供应商来推出一项新产品，应该提供下列哪一项给处于候选名单中的供应商？

- A、项目计划
- B、项目范围说明书
- C、建议书
- D、采购管理计划

113. The project manager is directing the project team working on analyzing the project schedule network. Which of the following analytical skills would they use?

- A. Resource leveling and review the critical activities.
- B. Resource constraints and milestone chart.
- C. Critical path method and critical chain method.
- D. Network diagram and risk register analysis.

项目经理组织项目团队正在对项目进度进行网络分析，请问他们使用的分析技巧包括以下哪一项？

- A、资源平衡和关键活动审查
- B、资源限制和里程碑图表
- C、关键路径法和关键链法
- D、网络图和风险登记册分析

114. In the development of a new product, the durability test is one of the important activities on the critical path. However, the test facility is occupied by a higher priority project, which is taking longer than the initial planned. What should the project manager do next?

- A. Perform a root cause analysis for the delayed project.
- B. Review the risk register for the appropriate response.
- C. Inform the project stakeholders about the delay.
- D. Escalate the issue to senior management.

开发一个新产品时，耐久性测试是关键路径上的一项重要活动。然而，测试设备被一个优先级较高的项目占用，且占用时间比原计划长。项目经理接下来应该怎么做？

- A、为延迟的项目开展根本原因分析
- B、审查风险登记册中的适当响应

- C、将延期情况通知项目干系人
- D、将问题上报给高级管理层

115. In the project implementation process, serious interpersonal issues exist in the team. What strategy should be used to improve the performance of the project team members?

- A. Establish recognitions and rewards system to motivate the individuals to perform obligation.
- B. Provide individuals with training to enhance their skills.
- C. Set rules in order to clarify acceptable behavior.
- D. Work in a common room to enhance their ability to perform as a team.

在项目实施过程中，项目团队成员之间存在着严重的人际冲突。项目经理应该采用什么策略提高项目团队成员之间的绩效？

- A、建立认可与奖励制度，以激励个人作为团队成员的义务
- B、对团队成员进行培训，以期提高他们的技能
- C、为了说明可被接受的行为，制定规则
- D、让团队在一个共同办公室中集中办公，提高他们作为团队工作的能力

116. The project team started to plan the activities for implementation project. The duration of the last three similar implementations was 7, 8 and 15 weeks respectively. What would be the expected duration for the new project according to PERT analysis?

项目团队开始为一个实施项目计划活动。过去三个类似实施项目的工期分别为 7 周、8 周和 15 周。根据 PERT 法分析，新项目的预期工期是多少？

- A、8.5
- B、9
- C、10
- D、12



117. A project team works overtime to compensate for resource constraints. The project manager notices a conflict between two team members is causing a split in the project team's dynamics. What should the project manager do first to resolve the conflict and restore the project team's focus?

- A. Issue a verbal warning to the two team members causing the conflict.
- B. Reallocate the resources to avoid the future conflicts.
- C. Meet with the team to identify key problem and allow open discussion to resolve.
- D. Escalate the team conflict to the project sponsor.

项目团队用加班工作来补救资源的制约条件，项目经理注意到两个团队成员之间的矛盾正在导致项目团队注意力的分散。项目经理应该采取什么措施来解决和恢复项目团队的注意力？

- A、给导致冲突的两名团队成员等发口头警告
- B、重新分配资源，避免将来产生的冲突
- C、与团队开会，确定关键问题所在，并允许公开讨论解决
- D、将团队冲突上报给项目发起人

118. The project team met the project timeline, but exceeded the budget. The key stakeholders formally accept the deliverables and the project team completes the postmortem review. What report should the project team create?

- A. Project management report
- B. project closure report
- C. Cost and profit report
- D. Final status report

项目团队满足项目工期，但却超出预算。关键干系人正式验收可交付成果，且项目团队完成了事后审查。项目团队应该创建哪一份报告？

- A. 项目管理报告
- B. 项目收尾报告
- C. 成本和利润报告
- D. 最终状态报告

119. During the assessment of project performance, the project manager found the cost performance index of 0.94. What should the kind of this situation show?

- A. Project cost overrun for work completed.
- B. Project will be completed ahead of schedule.
- C. Work performed is more efficient than planned.
- D. Deviation to the schedule baseline is 6%.

在项目绩效评审期间，项目经理发现成本绩效指数为 0.94，这说明什么？

- A、项目工作成本超支
- B、进度可能会提前完成
- C、项目工作比计划更有效率
- D、进度基准的偏差为 6%。

120. The project manager realizes deliverables must go through a network design experts to review, but the experts at present is currently not available in the company. The project manager needs to assist with this task. What should be included in the request for proposal to indicate these project requirements?

- A. Risk breakdown structure.
- B. Statement of work.
- C. Organizational breakdown structure.
- D. Work breakdown structure.

项目经理认识到可交付成果必须经过一名网络设计专家审查，但该专家目前不在公司。项目经理需要另一名供应商来协助这项任务。那么建议邀请书中应包含下列哪一项？

- A、风险分解结构
- B、项目工作说明书
- C、组织分解结构
- D、工作分解结构

121. The project manager's analysis concludes the project's cost performance index is at 80%. The project's actual cost to date is US\$100,000, but the project was predicted to cost US\$120,000 to date. What is the project's schedule performance index?

- A. 0.96
- B. 0.83
- C. 0.76
- D. 0.67

项目经理分析后得出结论，项目的成本绩效指数为 80%，到目前为止，项目的实际成本是 100,000 美元，但是预计到目前的成本应为 120,000 美元。那么项目的进度绩效指数是多少？

- A. 0.96
- B. 0.83
- C. 0.76
- D. 0.67

122. A project manager presented premier performance certificates to project team members who delivered above and beyond their required activities at each project milestone. This is an example of:

- A. Project performance appraisal.
- B. Gold plating.
- C. A recognition and reward system.
- D. Team building.

在每一个里程碑出色完成任务时，项目经理都会给团队成员颁发杰出绩效奖状。这是以下哪一个的例子？

- A、项目绩效评价
- B、镀金
- C、认可与奖励系统
- D、团队建设

123. Which three PERT variables are needed to calculate the expected activity duration?

- A. Expected, most likely, and realistic.
- B. Most likely, optimistic, and pessimistic.
- C. High, low, and medium.
- D. Medium, minimum, and most likely.

计算预期的活动时间需要哪三个 PERT 变量？

- A、预期的 最可能的和现实的
- B、最可能的，最悲观的和最乐观的
- C、高级低级中级
- D、中等，最小和最有可能

124. The results of another project have just been posted. Substantial rework will be required in order to meet the project requirements. Because the cost is so high effective immediately, the project management office will be requiring all projects to do statistical sampling. What is the project management office concentrating its efforts on improving?

- A. Quality management.
- B. Perform Quality Assurance.
- C. Plan Quality。
- D. Control Quality.

另外一个项目的结构刚刚被张贴出来，为了满足项目需求必须进行返工。由于成本较高，所以项目管理办公室要求所有的项目进行统计抽样。项目管理办公室这样做的目的是改善：

- A、质量管理
- B、实施质量保证
- C、规划质量
- D、控制质量

125. A new project manager is assigned to a project that is currently behind schedule. New project manager should use the earned value methodology to identify which of the following?

- A. Resource breakdown structure
- B. Risk associated with the schedule delay.
- C. Scope creep on the project.
- D. Variances against the baseline.

一名新项目经理被任命管理一个目前落后于进度的项目。新项目经理应使用挣值技术来确定下列哪一项？

- A. 资源分解结构

- B. 与进度延迟有关的风险
- C. 项目中的范围蔓延
- D. 基准偏差

126. As a project manager, you can assign any one of two team members to a highly coveted task. Both are equally capable, but one of them is a member of your in-group. To the other one, you have far more distance. How should you behave?

- A. You disclose the situation to stakeholders and solicit a joint decision.
- B. You take the person not in your in-group to avoid misunderstandings.
- C. Chose the in-group person. The trustful relation will benefit the project.
- D. You delegate the decision to a third team member to avoid the conflict.

作为项目经理，你可以指定两个成员中的任何一个成员到某个具有吸引力的工作任务中去。两人都很有能力，其中一个是你小团体中的成员，另一个你们则有些生疏。面对这种情况，你将怎么做？

- A、把实际情况告诉干系人，让他们提供决策。
- B、你会选择那个不是你的小团体中的成员，以避免产生误解。
- C、选择你的小团体内的那个人，信赖关系将有助于整个项目。
- D、为避免冲突，委派第三方成员参与这个项目

127. In terms of the budget, the project manager must report to the sponsor on the value of the work performed to date. What should the project manager calculate?

- A. Actual costs.
- B. Planned value.
- C. Earned value.
- D. Variance analysis.

在预算方面，项目经理必须向发起人汇报到目前为止所执行工作的价值。项目经理应该计算什么？

- A、实际成本
- B、计划价值
- C、挣值
- D、偏差分析

128. A government regulatory requires companies to comply with new mandatory requirements. These requirements must be met by a set date or a fine will be imposed. In response, the company initiates a project and assigns a project manager. The project sponsor provides the project manager with a statement of work and a business case. What process should the project manager handle next?

- A. Develop Project Charter.
- B. Develop Project Management Plan.
- C. Collect Requirements.
- D. Develop Project Schedule.

政府法规要求公司遵循新的强制性要求。这个要求必须在一个设定日期前满足否则将被罚款。作为应对，公司启动一个项目并指派了项目经理。项目发起人给项目经理提供了工作说明书和商业论证。项目经理接下来应该做什么过程？

- A. 制定项目章程
- B. 制定项目管理计划
- C. 收集需求
- D. 制定进度计划

129. A company obtained a project in a new region. The project manager identified the risk of the project and the sort. Which of the following actions should the project manager take next?

- A. Plan Risk Responses process.
- B. Develop appropriate measures, and improve the positive risk or opportunity.
- C. Improve opportunities and reduce threats.
- D. Update risk information.

某公司在一新地区获得一个项目，项目经理识别了该项目风险并予以排序。项目经理接下来应该采取下列哪项行动？

- A、实施规划风险应对过程

- B、制定恰当措施，提高积极风险或机会
- C、提高机会、降低风险
- D、更新风险信息

130. The project team is seeking endorsement of the project plan. The project manager is preparing a stakeholder register. Which of the following should the project manager identify?

- A. Methods or technologies to be used to convey the project plan.
- B. Levels of participation for each identified stakeholders.
- C. Identify the stakeholders according to their judgment and expertise.
- D. Stakeholders' roles, interests, expectations, and influence of the stakeholders.

项目团队正在寻求项目计划的支持。项目经理准备一份干系人登记册。项目经理应该识别以下哪一项？

- A、传达项目计划的方法与技术
- B、每位识别的干系人参与度
- C、根据判断和专业知识的干系人
- D、干系人的角色、兴趣、期望和影响

131. A project team may face both positive and negative risks. Which strategy should be used to deal with both types of risks?

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

项目团队可能面对积极和消极风险。下列哪种策略可被用来处理这两种风险类型？

- A. 转移
- B. 接受
- C. 分享
- D. 减轻

132. A project manager runs a critical project with a tight schedule and budget. Some activities are key dependencies for others. Which of the following components should be monitored closely to keep the agreed upon project schedule baseline?

- A. Risks and their mitigation plan.
- B. Activities on the critical path.
- C. Integrated change control.
- D. Tasks performed by less experienced resources.

项目经理管理一个进度紧、预算有限的关键性任务项目。其中某些活动是其他活动的关键依赖。若要保持约定的项目进度基准，应密切监控下列哪一个部分？

- A、风险及其减轻计划
- B、关键路径上的活动
- C、整体变更控制
- D、由较少经验的资源执行的任务

133. During the delivery of a key product, an issue is identified that will delay the project by two weeks. While assessing the issue, it becomes clear that team member was aware of this risk a month earlier but did not escalate it to the project manager. Who is responsible for identifying this project risk?

- A、Project risk manager.
- B、Project sponsor.
- C、Project team member.
- D、Project manager.

在交付一个关键产品期间，识别到一个问题将会延迟项目两周时间。在评估该问题时，很清楚的是，某个团队成员一个月前已经注意到这个风险，但是没有向项目经理上报。谁应该为没有识别到这个项目风险负责？

- A. 项目风险经理
- B. 项目发起人
- C. 项目团队成员
- D. 项目经理



134. ABC company has recently launched a new model of their car in the market and the market response has been overwhelming. Sales have gone up to a level much higher than what the company anticipated. To cater to the increased market demand, the company plans to start a project to create a new assembly line for the cars. According to you, who is the user for this project?

- A. Project manager and project management team.
- B. Person who may buy the car in the future.
- C. Project sponsor who provides funding.
- D. Assembly line worker who is going to work on the new assembly line being created.

ABC 公司最近在市场上推出了一款他们的新型汽车，市场反响强烈。销售也水涨船高，比公司预期的高很多。为了满足日益增长的市场需求，该公司计划启动一个项目，以创建一个新的汽车组装线。你认为谁是这个项目的用户？

- A、项目经理和项目管理团队
- B、未来购买汽车的人
- C、提供资金的项目发起人
- D、将在新组装线上工作的工人

135. To limit risk associated with a change, the project manager performs an audit to ensure that a new minimum/maximum threshold requirement is implemented properly. A test will be run 10 times and the results will be graphed for visual analysis. Which of the following quality tools will help the project manager determine success?

- A. Control chart.
- B. Statistical sampling.
- C. Pareto chart.
- D. Scatter diagram.

为了限制与变更有关的风险，项目经理执行了一个审计，确保新的最小/最大限值要求能够被正确执行。测试将会进行 10 次，测试结果将会用图标表示用于可视化分析。下列哪一项质量工具将帮助项目经理判定测试是否成功？

- A. 控制图
- B. 统计抽样
- C. 帕累托图

## D. 散点图

136. In a project, an incident occurs which impacts the cost of the project, but does not affect the time. The event was previously identified as a potential risk by the project team. What should the project manager do to limit the impact of the incident on the cost of the project?

- A. According to the risk register determine the appropriate and agreed upon response's measures
- B. Analyze the incident, including impact on cost and time, and create a change request.
- C. Start a workaround and implement this immediately to minimize cost overruns by different.
- D. Develop a sensitivity analysis to determine the flexibility in cost overruns.

某公司最近发生了一个事件。该事件影响到了项目成本，但是未影响到时间。该事件之前项目团队已经发现项目确实存在着潜在的风险。为了减少该事故对项目成本的影响，项目经理应该怎么做？

- A、根据该项目的实际状况，确定适当的和既定的应对措施
- B、分析该事故对成本和时间的影响，并创建变更请求
- C、启动风险响应并立即实施，尽可能减少成本超支
- D、针对该事故制定不同应对的成本超支灵活性

137. In the completion of the project, the project manager archives the project plan, meeting minutes, regulatory reports, and other project documents. After completing these final project reports, what should the project manager do next?

- A. Distribute the final report to the sponsor.
- B. Close procurements.
- C. Obtain acceptance of project deliverables.
- D. Update the issue log.

完成项目时，项目经理存档项目计划，状态会议纪要，监察报告和其他一些项目文件。在完成这些最终的项目报告后，项目经理下一步应该怎么做？

- A、将最终报告分发给发起人
- B、结束采购
- C、获得项目可交付成果的验收
- D、更新问题日志

138. A procurement manager purchased an advanced type of equipment at a higher price. Later the project manager learns that it is different than the equipment type specified in the project but it performs better. What should the project manager do next?

- A. Deliver the advanced type of equipment, since project contingency can cover the extra cost.
- B. Initiate a change request and obtain the sponsor's approval to modify the equipment type.
- C. Escalate to the sponsor, since it is out of the project manager's control.
- D. Replace the equipment with the type specified in the contract.

采购经理以较高的价格购买了一种高级的设备类型。之后，项目经理得知该设备与项目合同中规定的设备类型不同，但是性能更好。项目经理接下来应该怎么做？

- A. 交付高级的设备类型，因为项目应急储备能够涵盖额外成本
- B. 提出变更请求，获得发起人对于修改设备类型的批准
- C. 上报发起人，因为已经超出项目经理的控制范围
- D. 使用合同中规定的设备类型替换设备

139. Which of the following contains information related to the causes of variances, the reasons for the corrective actions chosen, and quality controls?

- A. Quality control measurements.
- B. Validated deliverables.
- C. Lessons learned documentation.
- D. Completed checklists.

下列哪一项包含了与偏差原因、选择纠正措施原因以及质量控制有关的信息？

- A. 质量控制衡量
- B. 核实的可交付成果
- C. 经验教训文档
- D. 完整的核对表

140. In a status meeting, a project team member states that a specific risk is no longer applicable to the project. How should the project manager verify that the risk can be removed?

- A. Rescore all risks to see if the risk exposure is zero for this risk.

- B. Employ Delphi technique with stakeholders to determine the risk is true disposition.
- C. Reassess the risk as part of a project review meeting.
- D. Review the contingency reserve to determine if the potential risk is active.

在状态会议上，项目团队成员声称某个具体风险已经不再适用项目。项目经理应该如何核实该风险可以移除？

- A、重新给所有风险评分，看该风险的风险暴露值是否为零
- B、与干系人应用德尔菲技术，以便确定风险的真实状态
- C、重新评估风险，作为项目评审会的一部分
- D、评审应急储备金，确定潜在风险是否是活动的

141. Through a formula that uses attributes, a project manager estimates a new project's cost and duration from a combination of quantified project attributes. The project manager uses which of the following estimation techniques?

- A. Parametric estimating
- B. Analogous estimating
- C. Reserve estimating
- D. Expert judgment

通过利用各种属性的公式，项目经理从量化项目属性的组合估算了一个新项目的成本和工期。项目经理使用的是什么工具或技术？

- A. 参数估算
- B. 类比估算
- C. 储备估算
- D. 专家判断

142. The customer is repeatedly requesting changes. You discover the contract does not include procedures for implementing change. There are no available funds in the customer's budget to accommodate change. What should you do?

- A. Ask your management to use money from the company's cost reserve.
- B. Tell the customer there is no budget for changes in the project.
- C. Discuss the situation with the customer to decide how to remedy this problem.

D. Make only those changes that do not impact cost.

客户不断要求进行变更。你发现合同中没有规定实施变更的程序。客户预算也没有包括处理变更的费用问题。你应该怎么做？

- A、 征求管理层意见，要求动用公司成本储备。
- B、 直接告诉客户，项目预算中未包含变更所需的费用。
- C、 和客户讨论，寻求解决问题的办法。
- D、 只进行那些不影响成本的变更。

143. A project manager for a bidding project receives preliminary information from the client in project early stage. The client requests a fixed-price contract for the entire project. What should the project manager do?

- A. Estimate the project based on similar project, explain the assumptions, and present a change management plan to the client to protect the estimate from future scope changes.
- B. Estimate the project based on similar projects, and add a reasonable amount of risk contingency to protect the estimate from future scope changes.
- C. Estimate the clearly defined requirements, and present this as a fixed-price contract to the first part of the project.
- D. Estimate the project based on the information available, and initiate claims immediately as soon as any scope changes appear.

一个招标项目的项目经理在项目周期早期从客户那收到初步信息。客户要求为整个项目签订一个固定总价合同。项目经理应该怎么做？

- A、 根据类似项目估算项目，说明假设情况，并向客户提交一份变更管理计划，以评估未来项目范围变更的影响
- B、 根据类似项目估算项目，并添加合理的风险应急费用，防止估算受到未来范围变更的影响。
- C、 估算明确定义的需求，并将其作为项目第一部分的固定价格合同提交给客户。
- D、 可用的信息估算项目，如出现任何范围的变更，立即启动索赔。

144. The networking vendor has contacted the project manager to inform her that the recent earthquake will impact the delivery of critical components. The project team meets to

determine the impact on the overall project and determines that staffing will not be affected, but that changes will need to be made in the areas of risk and cost management. It is too soon to tell if quality baselines will be affected by this schedule change. What is the project team involved in here?

- A. Configuration management.
- B. Work authorization analysis.
- C. Status review meeting.
- D. Integrated change control.

网络供应商告诉项目经理，最近的这次地震会对关键零件的交付产生影响。于是团队成员开会讨论对项目整体造成的影响。讨论结果为：对人员培训无影响，对风险和成本管理有影响。但现在还不能确定是否对质量基准造成影响。项目团队正在做什么？

- A、配置管理
- B、工作授权分析
- C、状态评审会议
- D、整体变更控制

145. How many stakeholders are there with 45 communication channels?

- A. 11
- B. 10
- C. 9
- D. 8

存在 45 个沟通渠道时，有多少个干系人？

- A. 11
- B. 10
- C. 9
- D. 8

146. During the project implementation, the customer identifies new requirements which were not included in the contract. What should the project manager do first?

- A. Report the issue to senior management and ask for an exception
- B. Register the change request and perform the integrated change control process.
- C. Review the impact and accept the new requirements if they do not impact the schedule.

D. Update the scope and charge the customer for the new requirement.

在项目执行期间，客户识别出没有包含在合同之内的新需求。项目经理首先应该怎么做？

- A、向高级管理层报告问题，并要求作为例外情况对待。
- B、登记变更请求，并执行整体变更控制流程。
- C、审查影响，如不影响进度，则接受新需求。
- D、更新范围，并向客户收取完成新需求所需的费用。

147. A project manager is managing a project and at present is organizing group activities to document the project demand baseline from that project. Which the following techniques that the project manager can be used?

- A. Brainstorming and affinity diagrams.
- B. Unanimity and majority.
- C. Prototypes and documentation.
- D. Benchmarking and control charts.

某项目经理受命承担一个项目，并且目前通过团体活动制定该项目的的需求基线。项目经理应该使用那种团体活动方法？

- A、头脑风暴法和亲和图
- B、一致同意和大多数原则
- C、原型法和需求文件
- D、标杆对照和控制图

148. The project manager on a large software installation project s working with her team on a critical set of activities. They are working late on Saturday night. Circumstances create the situation wherein the project manager must decide to change the schedule that will push the end date of the project out two weeks. Which of the best action should the project manager take next as a result of her decision?

- A. Immediately document and capture the changes and present them to the change control board the next time that board is available for contact.
- B. Look for free float to bring the project back into schedule.
- C. Implement configuration management in order to obtain senior management approval and then make the change.
- D. Review her detailed risk assessment development process to ensure that other unidentified risks are included and a plan for mitigation is created.

项目经理和团队成员正在完成某大型软件安装项目上的一系列关键活动。他们周六晚工作到很晚的时候，情况紧急促使项目经理必须决定一项进度变更。结果会导致项目延期 2 周。接下来项目经理应该怎么做？

- A、立即记录该项变更，然后在变更控制委员会上班的第一时间向他们汇报。
- B、寻找自由浮动时间，争取赶回项目进度
- C、实施配置管理以得到管理层的批准，然后再实施变更
- D、审核详细的风险评估制定流程，确认是否包含了其他未识别的风险，并制定相应的风险应对计划

149. Midway through a project, the project manager discovers that the supervisor of a key functional resource, with expertise in a specialized domain relevant to the project, has not been consulted. When should the supervisor have been identified?

- A. Planning process group
- B. Initiating process group
- C. Perform Qualitative risk analysis
- D. Plan communication

项目经理在项目进展一半时发现，尚未咨询在项目相关领域具有专业知识的某关键功能资源主管。应在何时确定该主管？

- A. 规划过程组
- B. 启动过程组
- C. 开展定性风险分析
- D. 规划沟通

150. The kick-off meeting for the project is scheduled for the next week, and schedule is tight. However, a key stakeholder has withheld approval of the project management plan, because



of a strong disagreement with the product performance requirements. What would be the project manager's next action?

- A. Meet with the key stakeholder and resolve the issues prior to the kick-off meeting.
- B. Hold the kick-off meeting and adjust the performance requirements afterwards.
- C. Acknowledge the ideas of the key stakeholder and obtain the approval of the majority.
- D. Prepare a change request and present to the key stakeholder.

项目启动大会计划安排在下周召开，且项目的进度较紧。然而，一名关键干系人拒绝批准项目管理计划，因为对产品性能需求的意见极其不一致。项目经理接下来的行动是什么？

- A、与关键干系人会面，并在启动会议前解决问题
- B、举行启动会议并在之后调整性能需求
- C、确认关键干系人的意见，并获得大多数人的批准
- D、准备一份变更请求提交给关键干系人

151. The project manager are calculating the project's cost performance. Which the following values for the project manager obtain from these:

AC=\$12,000, EV=\$1,000, SPI=1.3

The project manager project cost performance index, which can the project manager be obtained from these data?

- A. The cost performance index is greater than 1, indicating that the work done in the far overruns.
- B. The cost performance index is greater than 1, show that the work done in the so far not overruns.
- C. The cost performance index is less than 1, the schedule performance index is greater than 1, indicating that the normal progress of the project.
- D. Cost variance is \$ 1,000, so far the project cost overruns.

项目经理正在计算，到目前为止得到项目的以下各值：

AC=12,000 美元 EV=10,000 美元 SPI=1.3

项目经理计算了项目的成本绩效，从这些数据中项目经理能够获得哪些信息？

- A、成本绩效指数大于 1，表明目前为止所完成的工作超支
- B、成本绩效指数大于 1，表明目前为止所完成的工作未超支
- C、成本绩效指数小于 1，进度绩效指数大于 1，表明项目进度正常
- D、成本偏差为 1,000 美元，因此目前为止项目超支

152. For stakeholders identification and analysis, the project manager prepared the stakeholder management strategy. Upon completion of the first draft, what should the project manager do with it?

- A. Check if the project team has anything in addition to add
- B. Go through the strategy with the sponsor and seek for approval
- C. Check whether the plan is complete. Distributed it as part of the weekly status report to key stakeholders.
- D. Check that the information is correct and sensitive information is filtered out before sharing with stakeholders.

为了识别和分析项目干系人，项目经理制定了干系人管理策略。完成初稿后，项目经理应该如何处理干系人分析？

- A、查看项目团队是否具有应添加到该策略的详细内容。
- B、与项目干系人一同查看，寻求他们对于该策略的批准。
- C、检查计划是否完整，并将其作为每周状态报告的组成部分分发给关键干系人。
- D、检查信息是否完整，在与干系人分享之前，过滤出敏感信息。

153. You are the project manager of a US\$20 million project, and you are strolling to manage the needs of all the stakeholders. So, you decide to classify the stakeholders, which will enable you to focus on the relationships necessary to ensure the success of the project. All the following are valid ways to classify stakeholders EXCEPT:

- A. According to interest.
- B. According to Organization Hierarchy.
- C. According to Involvement.
- D. According to Influence.

你是一个拥有两千万美元资产规模的项目经理。你努力管理所有干系人需求。你决定对干系人进行分类，这样你就可以关注于确保项目成功的必要条件。下列都是对干系人分类的有效方法，除了：

- A、按照利益
- B、按照组织层级
- C、按照参与项目的程度
- D、按照影响

154. Which of the following options belong to the implementation of quantitative risk analysis techniques?

- A. Sensitivity analysis.
- B. SWOT analysis.
- C. Checklist analysis.
- D. Probability and impact matrix.

以下哪一选项属于实施定量风险分析技术？

- A、敏感性分析
- B、SWOT 分析
- C、核对表分析
- D、概率影响矩阵

155. During project execution, a stakeholder identifies a new requirement which will directly

affect one of the project's existing deliverables, which will play a vital role in the project's success. What should the project manager do next?

- A. Create a change request for the requirement.
- B. Stop the change and proceed with the original plan.
- C. Seek the project sponsor's approval for the change.
- D. Review the scope and amend accordingly.

项目执行过程中，一名干系人确定了一个新需求，但该需求将会直接影响到项目现有的其中一个可交付成果。该可交付成果对于项目是否成功起着关键作用。项目经理接下来应该怎么做？

- A. 为该需求创建变更请求
- B. 停止变更，并按原计划进展
- C. 寻求项目发起人对变更的批准
- D. 审查范围并作相应修改

156. A new project manager is hired by a company to manage project similar to the previous project. The project manager estimates the costs using the analog estimating technique to estimate the cost. What should the project manager consider doing to finish the cost estimation?

- A. Consultation with the project sponsor.
- B. Executive deviation analysis.
- C. Review the project charter.
- D. Perform the reserve analysis.

新项目经理接受一家公司管理一个与之前项目类似的项目。项目经理使用了类比估算技术来估算成本。为了完成项目估算，项目经理应该怎么做？

- A、与项目发起人协商
- B、执行偏差分析
- C、审查项目章程
- D、执行储备分析

157. Due to explosion at the factory of the company's preferred supplier, the supplier informs the project manager that the ordered items for the project cannot be delivered in time. As these can be easily replaced by other items, the project manager uses the second-best

supplier as stated within the risk management plan. This is an example of which of the followings?

- A. a contingency plan
- B. a contingency allowance
- C. a workaround
- D. a fallback plan

某工厂中发生爆炸，供应商通知项目经理为项目订购的产品将不能如期到位，为此项目经理不得不考虑使用其它产品替换，项目经理使用了风险管理计划中说明的次供应商。请问，这是采用了以下哪一项措施？

- A、应急计划
- B、应急补助
- C、权变措施
- D、弹回计划

158. A project manager must determine the quality of an initial batch of 50,000 product .What technique should be used?

- A. Benchmarking
- B. Statistical sampling
- C. Flowcharting
- D. Design of experiments

项目经理必须确定首批 50,000 个产品的质量。应该使用哪种技术？

- A. 标杆对照
- B. 统计抽样
- C. 流程图
- D. 实验设计

159. An SPI of 0.5 after six months of a one-year project causes to be terminated according to the contract's terms and conditions. Which process deals with early termination of contracts?

- A. Close Project or Phase
- B. Report Project Performance
- C. Close Procurements

**D. Perform Quality Assurance**

某一年期项目在进行 6 个月后 SPI 为 0.5, 合同根据合同条款终止。由哪一过程处理合同的提前终止?

- A. 结束项目或阶段
- B. 报告项目绩效
- C. 结束采购
- D. 实施质量保证

160. Due to defects, the company's latest product receives negative customer review. Which tools and techniques should the project manager have used to reduce the defects?

- A. Risk register and issue logs.
- B. Cost of Quality and control charts.
- C. The change logs and performance reports.
- D. Quality metrics and quality control measurements.

由于缺陷, 公司的最近产品收到客户的负面评价。若要减少缺陷, 项目经理应该使用下列哪一项?

- A、风险登记册和问题日志
- B、质量成本和控制图
- C、变更日志和性能报告
- D、质量测量指标和质量控制测量结果

161. A system implementation, the project manager meets with an unsatisfied functional manager. The functional manager questions the project manager's authority to continue with the project completion. Which one of the following documents is the project manager present to the functional manager?

- A. The project charter.
- B. The project management plan.
- C. The project scope statement.

D. The project organization chart.

在系统实施过程中，项目经理遇上了一位不满意的职能经理。职能经理质疑项目经理继续完成这个项目的职权。项目经理向职能经理提供下列哪一项文件？

- A、项目章程
- B、项目管理计划
- C、项目范围说明书
- D、组织结构图

162. A project is facing a major change to its project deliverables. If the project manager is involved in determining which quality standards are relevant to the change, the project manager must be involved in :

- A. Quality management.
- B. Perform Quality Assurance.
- C. Plan Quality.
- D. Control Quality.

项目经理正面临一个很大的变更。如果项目经理需要参与决定该变更相关的质量标准，那么，他必须进行：

- A、质量管理
- B、质量保证
- C、质量规划
- D、控制质量

163. The project manager suspected that one team member would seriously affect the other team members. To avoid the undue influence, which of the following methods the project manager can be used?

- A. Accommodating.
- B. Forcing.
- C. Compromising.

## D. Confronting.

项目经理怀疑一名团队成员严重影响到其他团队成员。若要避免不适当的影响，项目经理可以采用以下哪一种方法？

- A、包容
- B、强迫
- C、妥协
- D、面对

164. You monitored figures on cost and planned/earned value for each individual project week until the data date at the end of the sixth week. What is the status of this project at this date?

Project Week	Actual Costs	Earned Value	Planned Value
1	\$65,000	\$61,000	\$67,000
2	\$85,000	\$79,000	\$89,000
3	\$100,000	\$102,000	\$110,000
4	\$125,000	\$124,000	\$121,000
5	\$135,000	\$133,000	\$139,000
6	\$125,000	\$120,000	\$131,000

- A. The project is ahead of schedule and over budget.
- B. The project is ahead of schedule and under budget.
- C. The project is behind schedule and over budget.
- D. The project is behind schedule and under budget.

你在监控每周项目的成本和计划值、实现值直到第6周结束。这个项目在这个日期的状态如何？

项目时间 (周)	实际成本 (AC)	挣值 (EV)	计划价值 (PV)
1	\$65,000	\$61,000	\$67,000



2	\$85,000	\$79,000	\$89,000
3	\$100,000	\$102,000	\$110,000
4	\$125,000	\$124,000	\$121,000
5	\$135,000	\$133,000	\$139,000
6	\$125,000	\$120,000	\$131,000

- A、项目进度提前，成本超支
- B、项目进度提前，成本节约
- C、项目进度落后，成本超支
- D、项目进度落后，成本节约

165. As a result of changes in an organization's structure, stakeholder A takes on new responsibilities and steps down from the steering committee. Stakeholder A's replacement, stakeholder B, raises issues regarding the project's benefits. What should the project manager do first?

- A. Document the issues in the issue log and update the project benefits.
- B. Update the project management plan.
- C. Meet with the stakeholders, including the project sponsor.
- D. Update the stakeholder register and refer to the stakeholder management strategy.

由于组织结构的变化，干系人 A 承担了新的责任，并已经从指导委员会辞职。干系人 A 的替代者干系人 B，提出与项目商业利益有关的问题。项目经理首先应该怎么做？

- A. 在问题登记册中记录该问题，并更新项目利益
- B. 更新项目管理计划
- C. 与干系人会面，包括项目发起人
- D. 更新干系人登记册，并参考干系人管理计划

166. The project manager is reorganizing a team to develop a new product. The company's technology experts reviewed the standard, and expresses concern that the quality of the product can only be test the new product's new function in system testing phase. This could cause potential schedule and budget delays. What should the project manager do upon learning this information?

- A. Review project management plan to reflect delays to the schedule and budget.
- B. Inform stakeholders and definite this potential delay.
- C. Update project schedule to account for possible delays.

D. Update the risk register, which contain the acceptance testing and mitigation plan.

项目经理整顿团队开发一项新产品,公司的技术专家审查了规范,并对只能在系统测试阶段测试该产品的新功能表示担忧,因为这可能导致进度和预算延迟。项目经理获知该信息后应该怎么做?

- A、审查项目管理计划,对进度和预算延迟加以反映。
- B、明确项目的潜在延迟并告知利害关系者。
- C、更新项目时间表,使之涵盖潜在延迟。
- D、更新风险登记簿,使之包含验收测试和缓解计划。

167. Senior management and the project manager to an international development project. The project sponsor provides documents as input to develop the project charter. The project manager has the statement of work, business case, contract, organizational process, documents, as well as other documents. What should be the next step of the project manager?

- A. Consolidate all the documents and use them as input to the project charter.
- B. Consolidate on the most important documents and use only these documents as input.
- C. Use the unique expert judgment to assess all of the input documents.
- D. Use the unique program to validate the documents.

在一个拥有高级管理人员和项目经理的国际发展项目上。项目发起人提供文件,作为编制项目章程的依据。项目经理已经制作出了包括项目工作说明书、合同、组织过程文件以及其他文件。项目经理下一步应该怎么做?

- A、整合所有的文档并把它作为编制项目章程的依据。
- B、整合最重要的文件,仅把这些文件作为依据。
- C、使用独特的专家判断来评估所有的依据文件。
- D、使用独特的程序来验证所有的依据文件。

168. Which of the following documents can be found on the product or service to be delivered to the narrative descriptions?

- A. Project plan.
- B. Project statement of work.
- C. Project scope.
- D. Project integration management.

下面哪一份文件中可以找到有关待交付产品或服务的叙述性说明？

- A、项目计划
- B、项目工作说明书
- C、项目范围
- D、项目整合管理

169. What the following is the correct definition of a stakeholder for a project?

- A. It has an interest in the outcome of the project.
- B. It has contributed financially to the project.
- C. Who has contractually agreed to the project.
- D. Completion of any company involved in the project.

以下哪一项是干系人对项目的准确定义？

- A、包含项目利益结果
- B、提供项目财政支持
- C、具有项目合同契约
- D、涉及任一项目的完成情况

170. In an ongoing project, the weather conditions were identified as key risk. In order to reduce the risk of the weather conditions. The project manager established the contingency plan, and build in more time to schedule. In the implementation, a hurricane is close to the wind field area, the project work needs to stop immediately. What should the project manager do?

- A. Update risk register and create change requests.
- B. Approval from the steering committee.
- C. Update the schedule of the team members accordingly..
- D. Refuse to change, because the project management plan has been approved, it should obey this decision.

在某个项目中，天气条件被识别为关键风险。为减轻恶劣天气条件的相关风险，项目经理制定了一个应急计划，为计划的进度表增加了更多时间。在执行时，一场飓风接近风场地区，项目需要立即停止。项目经理应该怎么做？

- A、更新风险登记册并创建变更请求
- B、获得指导委员会的额外批准
- C、更新团队成员的进度表
- D、拒绝变更，因为项目管理计划已获批准，所以应该遵守

171. A project manager deals with two functional managers that both claim ownership of a representation for a specific deliverable. What document can the project manager refer to that will clarify this issue?

- A. Work breakdown structure.
- B. Requirements traceability matrix.
- C. Statement of work.
- D. Responsibility assignment.

项目经理正与两名都声称对某一特定可交付成果拥有所有权的职能经理交涉。项目经理可以查询下列哪一份说明该问题的文件？

- A、工作分解结构
- B、需求追溯矩阵
- C、工作说明书
- D、职责分配矩阵

172. During a project with a large number of similar deliverables, a team member develops a proposal for a new quality inspection method. Estimating that the new method will create a time savings of approximately 15% for each deliverable, this new implementation method is not expected to affect costs or quality. What option should the project manager choose?

- A. Implement the new method immediately to save as much time as possible.
- B. Reject the change because of the high risk of additional efforts and delays.
- C. Ask the team member to prove this claim of 15% savings by involving additional experts.
- D. Implement the new method in a small number of deliverables to verify the amount of time saved.

在一个拥有大量可交付成果的项目中，团队成员制定了一份新质量检查方法的建议书，预计新的方法可将可交付成果节约大约 15% 的时间，这个新实施的方法不会影响到成本或质量。项目经理应该选择以下哪一个选项？

- A、立即实施新方法，节约尽可能多的时间。
- B、拒绝变更，因为存在额外工作和延期的高风险。
- C、通过让其他专家参与，让团队成员证明能够解决 15% 的时间的观点。
- D、在少量可交付成果上实施新方法，来验证所能节约的时间量。

173. Your company is undergoing a change in ownership and the new owners are looking at the total cost of a new product. Which of the following would best provide that information?

- A. Estimate at completion.
- B. Life cycle cost.

C. Earned value.

D. Net present value.

公司正在经历所有权变更问题，新的所有者(新雇主)想了解新产品的总成本。以下哪项能提供此类信息？

- A、完工估算
- B、生命周期成本
- C、挣值
- D、净现值

174. A project manager leads a project with resources spread over many countries. During project execution, it is identified that some teams have a serious conflict. What should the project manager do?

- A. Initiate a team performance assessment exercise and the identified issues.
- B. Perform a kick-off meeting with the team to ensure the resources being satisfied.
- C. Reduce a scope of the work for the affected teams.
- D. Initiate a team building activity to motivate the teams.

项目经理领导着一个分散在许多国家的项目资源。在项目执行期间，有些团队成员发生了严重的冲突。对此情况，项目经理应该怎么做？

- A、启动团队绩效评估和明确问题的发生
- B、与团队一起召开一次开踢会议以确保资源得到满足
- C、减少受影响团队的工作范围
- D、启动一次团队建设活动以激励团队

175. A project team's performance is poor due to their misunderstanding of expectations regarding acceptable team member behavior. What should the project manager do next?

- A. Establish ground rules for expected behavior.
- B. Meet the team members and review ground rules.
- C. Allow the team to resolve.
- D. Escalate to the project sponsor.

由于项目团队对可接受的团队成员行为期望方面存在误解，项目团队的绩效较差。项目经理接下来应该怎么做？

- A. 为预期行为制定基本规则
- B. 与团队成员开会，并审查基本规则
- C. 允许团队解决
- D. 上报给项目发起人

176. To complete a process, phase or project, which of the following must obtain an approval?

- A. Budgets.
- B. Deliverables.
- C. Resources.
- D. Schedules.

若要完成一个过程、阶段或项目，必须获得下列哪一项的批准？

- A、预算
- B、可交付成果
- C、资源
- D、进度表

177. The project sponsor requests for a modification to a deliverable. The request is reviewed and approved. What is the project manager's first task?

- A. Assess the change management process.
- B. Collect the views of the team members and prepare a risk assessment.
- C. Determine the work required to make the change.
- D. Update the change request status in the change log.

项目发起人请求对某个可交付成果进行修改。该请求已经过评审和批准。项目经理的首要任务是什么？

- A、评审项目的变更管理流程
- B、收集团队成员的意见，并准备一次风险评估
- C、确定变更所需的工作
- D、在变更日志中更新变更请求状态

178. During the project, a team member tells you that a major risk identified by the team has occurred. However, it is not as serious as previously thought. What is the FIRST thing you should do?

- A. Increase the quality standard.
- B. Present this finding to the project team and ask them to verify the team member's finding.
- C. Investigate changing the contingency plan
- D. Notify management.

项目实施期间，一名团队成员告诉你，发生了一项已识别的重要风险。但影响并没有比之前预算的严重。你首先应该做什么？

- A、增加质量标准。
- B、将这个发现告诉团队成员，让他们核实这位团队成员的发现。
- C、研究变更应急计划。
- D、通知管理层。

179. In your project, you use issue logs or action item logs to document and monitor resolution of issues. You focus on documentation and timely resolution of issues, because unresolved issue can:

- A. Be escalated to the project sponsor.
- B. Be a major source of conflict.
- C. Become undermined risks in the project.
- D. Have adverse effect on all project parameters.

在你的项目中，你使用问题日志或者活动日志来记录和监控问题的解决情况。你关注于记录并及时解决问题，因为未解决的问题：

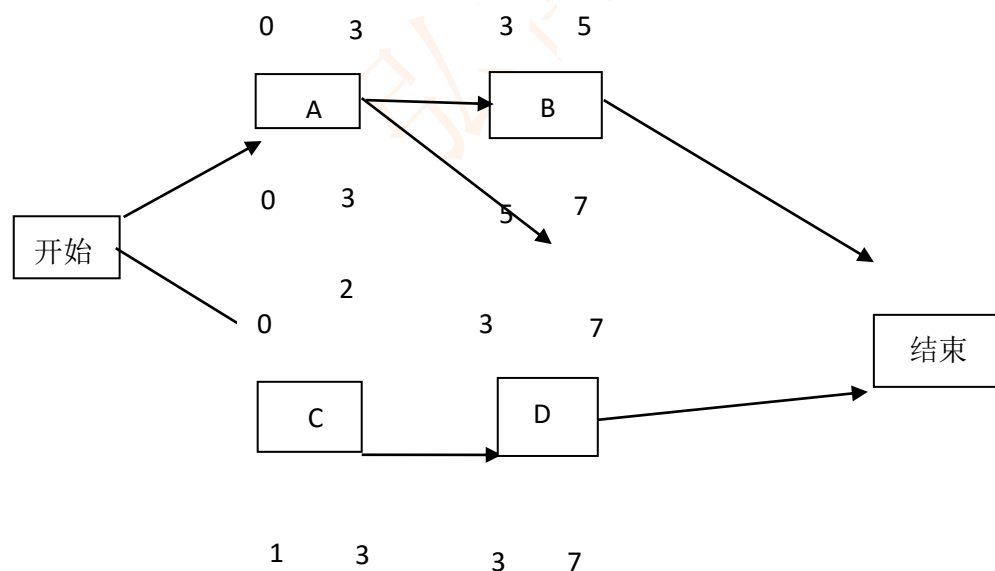


- A、被提交给发起人
- B、是冲突的主要来源
- C、成为项目中未确定的风险
- D、对所有项目参数会产生不利影响

180. As shown in figure, the project manager is informed that a required piece of hardware for activities B and activities D will arrive one week late. It will arrive in week four. Given this information, which is the critical path?

- A. Begin A, B, End
- B. Begin A, D, End
- C. Begin C, D, End
- D. Begin A, C, D, End

如图所示，项目经理得到通知，B 活动和 D 活动所需硬件将晚一星期（即第四星期）交付。这种情况下的关键路径是哪一条？



- A、开始 A, B 结束
- B、开始 A, D 结束
- C、开始 C, D 结束
- D、开始 A, C、D 结束

181. You are project manager for a strategic project with a multi-million dollars value assigned by a company that is listed at a US stock exchange. Recent earned value analysis after app 25% completion told you that your project has a CPI of 0.76. What should the project manager do right now?

- A. The variance is a signal of a sound project which is well under budget. There is no need for action.
- B. A project that much under budget may be a problem for negotiating future budgets. Try to spend money somewhere else.
- C. You should immediately inform your management, which should then assess whether this CPI constitutes a material financial issue.
- D. It is still early in the project and data are yet inaccurate. Wait a while and allow numbers from the project to stabilize.

你是一个价值数百万美元重要项目的项目经理。该项目来自美国证券交易所的一家上市公司。最近做挣值分析时你发现，完成总项目的 25% 时，项目的 CPI 为 0.76，此时你该做什么？

- A、偏差表明项目在预算内。不需要采取任何行动。
- B、项目预算大大低于预期，这可能对将来的工作不利，应该尝试着把钱花在其他地方。
- C、你应该立刻通知管理层，因为他们会评估 CPI 是否会引发重大的财务问题。
- D、因为项目目前还处于项目早期，一些数据尚不明朗，应等待项目稳定后再说。

182. In the project planning period, should use what technology to digital quantification risk on overall project objectives impact?

- A. Develop risk response plan
- B. Risk identification
- C. Quantitative risk analysis
- D. Qualitative risk analysis

在项目规划期间，应使用什么技术来数字量化确定风险对总体项目目标的影响？

- A、制定风险响应计划
- B、识别风险
- C、定量风险分析
- D、定性风险分析

183. Several of the key stakeholders in the company are not completely satisfied with the product. Contract and administrative closure are completed. The stakeholders ask the project manager for performing the minor changes. What should the next activity be for the project manager?

- A. Request a change order to evaluate changes.
- B. Perform a risk analysis to determine impact on the project.
- C. Develop product a post implementation audit.
- D. Record the stakeholders' feedback and register an issue.

公司的几位关键干系人最终对产品表示出不满意。合同收尾和行政收尾已经关闭。干系人要求项目经理执行细微变更。项目经理的下一项活动是什么？

- A、要求提交变更单来评估变更。
- B、执行风险分析，确定对项目的影响。
- C、开展实施后审计。
- D、记录干系人的反馈,并登记为一个问题。

184 .In a software project, an external change request is approved and being implemented. This change introduces new work package and additional funds .In which project document(s) will these funds be recorded?

- A. In the contingency reserves
- B. In the approved change request and change management plan
- C. In the cost baseline and approved change request
- D. In the cost performance index and budget at completion

在一个软件项目中，一项外部变更请求被批准，并正在执行。这包含新的工作包以及额外的完工资金。这些资金将被记录在哪一份（哪些）项目文件中？

- A、在应急储备金中
- B、在批准的变更请求和变更管理计划中
- C、在成本基准和批准的变更请求中
- D、在成本绩效指数和完工预算中

185. The objective of a project is to improve quality of automotive components. It shows that the prototypes are often out of specification. An analysis identified multiple reasons for the variations. How does the project team determine which cause to address first?

- A. Fishbone diagram.
- B. Control chart.
- C. Pareto diagram.
- D. Run chart.

某项目的目标是为了提高汽车工业的配件。管理过程显示，这些原型会经常超出规范。分析明确了许多变化的多重起因。项目团队将如何决定首先处理这些结果？

- A、鱼骨图
- B、控制图
- C、帕累托图
- D、趋势图

186. During project execution, a team member informs the project manager that a work package does not meet the quality standards. To analyze this situation, the project manager wants to meet all parties associated with the project. The project manager is involved in which part of the quality management process?

- A. Monitor quality
- B. Monitor and control project work
- C. Perform quality assurance.
- D. Control quality.

在项目执行期间，团队成员通知项目经理，有一个工作包未达到质量标准。为了分析这种情况，项目经理希望与项目所有相关方开会。项目经理是在参与质量管理过程的哪一部分？

- A、监察质量
- B、监控项目工作
- C、实施质量保证
- D、控制质量

187. The sponsor accepts all the deliverables, however, the end-users report they are not satisfied. Which document outlines the approach that should have been followed to prevent the

similar things occurring?

- A. Project management plan
- B. Communications management plan
- C. Stakeholder management plan.
- D. Stakeholder register

项目发起人验收了所有可交付成果。然而，最终用户却报告说他们不满意。下列哪个文件列举了为防止类似情况发生应该遵循的方法？

- A、项目管理计划
- B、沟通管理计划
- C、干系人管理计划
- D、干系人登记册

188. Due to the unexpected change requests are not identified in the risk register, project scope and cost of the project implementation process change. The cost will be which of the budget reserve commitment?

- A. Management of reserve
- B. Unforeseen expenditure reserve
- C. As appropriate, reserve
- D. Contingency reserve

由于出现了未在风险登记簿中识别的意外变更请求，项目范围和成本在项目执行过程中发生改变。该成本将由哪项预算储备承担？

- A. 管理储备
- B. 意外开支储备
- C. 酌情储备
- D. 应急储备

189. The project manager is managing a complex project. The team members come from all over the world. The project schedule plan has been completed, but also needs to detail integrate the project package and the buyer's work package. Which of the following tools would be used to manage the project?

- A. Configuration management system
- B. Historical information
- C. Work authorization system
- D. Change control board

项目经理正在管理一个复杂的项目，团队成员来自世界各地。项目的进度计划已经完成，但还需要把项目的工作包和买方的工作包进行详细整合。最好使用以下哪一个工具来管理此项目？

- A、配置管理系统
- B、历史信息
- C、工作授权系统
- D、变更控制委员会

190. Based on the stakeholder register and the project charter, project business requirements must be captured from the functional groups in organization. To finalize the business requirements, a consensus is required among these groups. Which tool and technique should be used to collect requirements?

- A. Focus groups
- B. Facilitated workshop
- C. Questionnaires and surveys
- D. Delphi method

根据干系人登记册和项目章程，项目的业务需求必须从组织的各职能组织获得。为了最终确定业务需求，要求这些职能组的意见需取得一致。应该使用哪一种工具和技术来收集需求？

- A、焦点小组法
- B、推动研讨会
- C、问卷与调查
- D、德尔菲法

191. A company's management team wants to hire a resource to manage a software update to the company's existing product. The product is one of several in a department that has other important activities. Which of the following candidates should be selected to manage the software update?

- A. Experienced software developer.
- B. External consultant.
- C. Department manager.
- D. Part-time project manager.

一家公司的管理团队希望雇佣一名资源，来管理对公司现有产品的软件升级。该产品是某个部门多个产品的其中一个产品，且该部门还有其它重要活动。那么应该选择下列哪一个候选人来管理软件更新？

- A. 经验丰富的软件开发人员
- B. 外部顾问
- C. 部门经理
- D. 兼职项目经理

192. What tool should you use to help identify project risks and their mitigation plans to support the project schedule?

- A. Risk Register
- B. Critical Path Method
- C. Risk and Evaluation Plan
- D. Schedule Network Analysis

你将使用什么工具帮助你识别项目风险和缓解计划以便支持项目进度？

- A、风险日志
- B、关键路径法
- C、风险和评估计划
- D、进度网络分析

193. After the project baseline is approved, the project manager finds that one requirement was omitted. The project manager should do which of the following?

- A. Update the baseline.
- B. Ignore the requirement.
- C. Discuss with the sponsor.
- D. Create a change request.

项目基准获得批准后，项目经理发现一项需求被忽略了。项目经理应该采取下列哪一项措施？

- A. 更新项目基准
- B. 忽视该需求
- C. 与发起人讨论
- D. 创建变更请求

194. In addition to documenting lessons learned, what other activities the project manager should do as part of closing?

- A. Approve work breakdown structure
- B. Verify risk responses
- C. Capture customer feedback
- D. Update historical status reports

除记录经验教训外，项目经理在项目收尾时还应开展什么活动？

- A、批准工作分解结构
- B、核实风险响应
- C、收集客户反馈
- D、更新历史状态报告

195. A project manager is working on a project to launch a new internet service. The project manager plans that this work is to be done by the support team. The support team does not want to do the work because they do not have the necessary expertise and claim that they have never heard of the project. What is the root cause of this problem?

- A. Communication plan was not used.
- B. Project manager did not involve all the stakeholders
- C. Support team is not prepared to do the task.
- D. Project manager did not identify the risk about the lack of professional knowledge.

某项目经理目前负责一个项目，旨在推出一项新的网络服务。项目经理计划让支持团队执行此项工作。支持团队由于不具备必要的专业知识而不愿承担工作，并声称他们从未听说过该项目。造成该问题的根本原因是什么？

- A. 未实施沟通计划
- B. 项目经理未能让所有利害关系者参与进来
- C. 支持团队不愿承担此项工作
- D. 项目经理未对缺乏专业知识的风险加以识别

196. The company's accounting system project is close to the end of its execution phase when the finance director discovers an important requirement is missing, and instructs the project manager to immediately implement the change. If the project deliverable is produced according to the current specification, it will not be usable. The change is significant, but the project manager could possibly meet the project deadline, if the work is started immediately. What should the project manager do first?

- A. Call the project sponsor and ask if the finance director is authorized to order changes to the project scope.
- B. Explain to the finance manager that the change may delay the project beyond the deadline.
- C. Start processing the request according to the project's change management plan
- D. Estimate, plan, and implement the change in order to not lose time during the change request process.

公司的财务系统项目已经接近执行阶段末期，这时财务总监发现一个重要需求被遗漏并要求项目经理立即执行变更。如果按照目前的规格生产可交付成果，将不能使用。这个变更十分重大，但是如果立即开始工作，项目经理可能满足最后期限。项目经理首先应该怎么做？

- A、联系项目发起人，并询问财务总监是否有权下令变更
- B、向财务经理解释变更可能会导致项目延期
- C、根据项目的变更管理计划开始处理请求
- D、为了不在变更请求过程中错失时间，开始估算

197. You've been assigned to take over managing a project that should be half complete according



to the schedule. After an extensive evaluation, you discover that the project is running far behind schedule, and that the project will probably take twice the time originally estimated by the previous project manager. However, the sponsor has been told that the project is on schedule. What is the BEST course of action?

- A. Try to restructure the schedule to meet the project deadline .
- B. Report your assessment to the sponsor.
- C. Turn the project back to the previous project manager.
- D. Move forward with the schedule as planned by the previous project manager and report at the first missed milestone.

你被委任接管一个项目，根据进度，该项目应该已经完成了一半。在评估之后，你发现项目远远落后于进度，可能要花之前的项目经理预计时间的 2 倍。但是，出资人听说项目和进度的时间一样。最好采取的行动是什么？

- A、试着调整进度的结构以满足项目最后期限
- B、向出资人报告你的评估
- C、把项目推回之前的项目经理
- D、按之前的项目经理计划的进度进行，在第一个里程碑时报告

198. Advantages, disadvantages, opportunities and threats ( SWOT ) analysis helps the project manager determines which of the following?

- A. Stakeholder expectations
- B. Task description
- C. Project risk
- D. Customer needs

优势、劣势、机会与威胁（SWOT）分析能帮助项目经理确定下列哪一项？

- A. 干系人期望
- B. 任务说明
- C. 项目风险
- D. 客户需求

199. At the end of the project, the project manager seeks formal approval of the project closure from the sponsor. Before approving it, the sponsor requests a lessons learned workshop. This was not included in the budget and the team is confused regarding this request. What should the project manager do?

- A. Submit a change request according to the change management plan.
- B. Ask the sponsor to provide funds for the lessons learned workshop.
- C. Perform a lessons learned workshop since the sponsor requested it.
- D. Ask the steering committee's approval to fund the lessons learned workshop.

项目结束时，项目经理寻求获得发起人对项目收尾的正式批准。在批准前，发起人要求召开一次经验教训讨论会。这并没有包含在预算之内，且团队对这个要求非常困惑。项目经理应该怎么做？

- A. 根据变更管理计划提交变更请求
- B. 要求发起人提供资金召开经验教训讨论会
- C. 召开经验教训讨论会，因为这是发起人的要求
- D. 请求指导委员会批准为经验教训讨论会提供资金

200. Two months into a designed project, the customer requested a modification to the project .The change was made without notify the project manager .During the final testing phase, result were different from what was planned for.his scenario is an example of which of following?

- A. Poor definition of the test plan
- B. Poor development of quality management
- C. Poor use of scope change control
- D. Poor adherence to the communication plan

在一个设计项目开始两个月后，客户要求对产品作修改。在没有通知项目经理的前提下就做了这项变更。在最终测试阶段，测试结果与当初计划的不同。这种情况是下列哪项例子？

- A、测试计划定义不完善
- B、质量管理计划编制不完善
- C、使用范围变更控制的技能差
- D、不坚持沟通计划