

PMP 模 拟 题 (八)

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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**个小时以内完成，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、 A project manager receives a change request. The change request impacts schedule. There is uncertainty about who should make the decisions for the change request implementation. Which documents need to be updated?

- A. Quality plan and risk register.
- B. Communications plan and risk register.
- C. Project plan and change management plan.
- D. Change management plan and risk register.

项目经理接到一个变更请求。该变更请求会影响到项目进度。对于谁应该对变更请求的执行做出决定存在不确定性。下列哪一份文件需要更新？

- A. 质量计划和风险登记册
- B. 沟通计划和风险登记册
- C. 项目计划和变更管理计划
- D. 变更管理计划和风险登记册

2、 The project manager is performing quality assurance for a project. Which of the following techniques should be used?

- A. Root cause analysis.
- B. Scatter diagram.
- C. Pareto chart.
- D. Flowcharting.

项目经理正在执行某个项目的质量保证。应该使用下列哪一项技术？

- A. 根本原因分析
- B. 散点图
- C. 帕累托图
- D. 流程图

3、Which of the following tools and techniques should the project team be used to monitor the risks?

- A. Pareto chart analysis, risk reassessments, and trend analysis.
- B. Risk reassessment, risk audits, and variance and trend analysis.
- C. Reserve analysis, sensitivity analysis, and risk reassessments.
- D. Control chart, reserve analysis, and risk reassessments.

项目团队应该使用下列哪一项工具和技术来监控风险？

- A、帕累托图分析，风险重新评估和趋势分析
- B、风险重新评估、风险审计、偏差和趋势分析
- C、储备分析、敏感性分析和风险重新评估
- D、控制图、储备分析和风险重新评估

4、The purpose of the status meeting is to:

- A. Exchange information about the project.
- B. Have team members report on what they are doing.
- C. Issue work authorizations.
- D. Confirm the accuracy of the costs submitted by the team.

项目状态会议的目的是：

- A、交换项目信息。
- B、团队成员汇报他们正在做什么。
- C、发布工作授权。
- D、确认团队提交的成本是准确的。

5、A project manager takes over a new project. There is no previous experience from earlier projects within the company. Which of the following works should the project manager do first?

- A. Identify risks, assumptions, and constraints.
- B. Conduct a feasibility study.
- C. Implement a quality matrix.
- D. Develop a risk response plan.

项目经理接管一个新项目。公司内部没有类似的早期项目经验。项目经理首先应执行下列哪一项工作？

- A、识别风险、假设和制约因素
- B、开展可行性研究
- C、执行质量矩阵
- D、制定风险响应计划

6、A formal request for proposal is submitted, and the potential vendors have submitted their bids. The bid package of all vendors includes two envelopes, one being the technical and the other being the financial proposal. The project buying officer receives three quotations vendor A.US\$1.2 million vendor B, US\$1.4 million, and vendor C US\$1 million. The project buying officer told the project manager about the difficulties deciding which proposal to select. What did the project manager forget to provide to the project buying officer?

- A. Source selection criteria.
- B. Qualified seller list.
- C. Seller proposals.
- D. Make-or-buy decisions.

在正式建议邀请书发出后，潜在供应商提交了投标文件。所有供应商的投标包括两个信封：一个是技术提案，另一个是财务提案。项目采购人员收到三份报价：A 供应商：120 万美元；B

供应商：140 万美元；C 供应商：100 万美元。项目采购人员向项目经理通报了选择提案的困难。请问，项目经理忘记向项目采购人员提供什么了？

- A、供方选择标准
- C、合格卖方清单
- C、卖方建议书
- D、自制或外购决策

7、The project manager must analyze assumptions to identify which of the following?

- A. Certainties.
- B. Uncertainties.
- C. Backgrounds
- D. Risks.

项目经理必须分析假设来识别下列哪一项？

- A、确定性
- B、不确定性
- C、背景因素
- D、风险

8、The project manager completes the project charter. What is the next activity the project manager needs to do?

- A. Create Detailed Stakeholder Register.
- B. Create Requirements Document.
- C. Create Stakeholder Management Plan.
- D. Create Quality Management Plan.

项目经理完成了项目章程，项目经理需要做的下一个活动是什么？

- A、创建详细的干系人登记册
- B、创建需求文件
- C、创建干系人管理计划
- D、创建质量管理计划

9、Which one of the following is a method for understanding process performance within defined limits?

- A. Flowcharts.
- B. Control charts.
- C. Run charts.
- D. Pareto charts.

以下哪一项属于了解过程绩效是否处于规定限值的方法？

- A、流程图
- B、控制图
- C、趋势图
- D、帕累托图

10、The project manager discusses the project charter with a colleague who admits not using the charter. To explain the colleague of its importance, the project manager states that the project charter is important, because the approval of the project charter implies which of the following?

- A. Formal start of the initiation phase.
- B. Formal start of the execution phase.

C. Formal approve detailed list of requirements.

D. Formal authorization of the project.

项目经理正与一名承认未使用项目章程的同事讨论项目章程。为了向同事说明项目章程的重要性，项目经理表明项目章程很重要。因为项目章程的批准意味着：

A、启动阶段正式开始

B、执行阶段正式开始

C、详细需求清单的正式批准

D、项目的正式授权

11、What type of baseline includes a combination of scope, schedule, and cost?

A. Quality baseline.

B. Integrated baseline.

C. Performance measurement baseline.

D. Overall project baseline.

下列哪种基线综合了范围、进度和成本？

A. 质量基线

B. 综合基线

C. 绩效测量基线

D. 总体项目基线

12、A project manager discovers that a technical lead approved a more expensive solution than what was budget. The technical insists it was necessary to meet the project deliverables. To avoid this in the future what should the project manager do?

A. Create a communications plan

B. List this incident a risk.

C. Control the project manage plan.

D. Create a change manage plan.

项目经理发现一名技术主管批准了比预算更为昂贵的解决方案。技术主管坚称这对满足可交付成果十分必要。若要避免将来出现这种情况，项目经理应该怎么做？

A. 创建沟通计划

B. 将这个事件列为一个风险

C. 控制项目计划

D. 创建变更管理计划

13、Frequent heated discussions with your colleague over an issue are creating a hostile environment. To ease this situation, you agree with your colleague's point of view. The conflict resolution mode that are using is:

- A. Problem solving.
- B. Withdrawal.
- C. Forcing.
- D. Confrontation.

针对某个问题与同事展开频繁而激烈的讨论容易树立敌对情绪。为了改善这种状况，你同意了同事的观点，你使用了哪种解决冲突的方法？

- A、解决问题
- B、撤退
- C、强迫
- D、面对

14、The member monitoring the processes looks at the product's control chart. There are six consecutive points below the mean, but within control limits. The project manager should take which of the following actions?

- A. Adjust the process.
- B. Create an Ishikawa diagram.
- C. Conduct a Design of Experiments.
- D. No action is required.

一名监控流程的团队成员正在查看产品的控制图。发现一共有六个点在平均线以下，但是在控制限值范围内。项目经理应采取下列哪种行动？

- A、调整流程
- B、创建石川图
- C、执行实验设计
- D、不需要采取任何行动

15、The status report for the project shows the actual costs are 20% above planned value, and earned value is equal to the planned value. The project manager is informed that several resources will take unplanned leave in the next week. Which of the following is true about the project?

- A. The cost baseline needs to be adjusted.
- B. The CPI is less than 1.
- C. The SPI is less than 1.
- D. No action needs to be taken because the costs will adjust next week.

项目情况报告显示，实际成本超出计划 20%，并且挣值等于计划价值。项目经理得知，一些资源将于下星期临时休假。下列关于项目的陈述哪一项正确？

- A. 需调整成本基线
- B. CPI 小于 1
- C. SPI 小于 1
- D. 无需采取措施，因为下星期将调整成本

16、The successful project manager must have good negotiation skills that include:

- A. Active listening.
- B. Problem escalation.
- C. Persuasion
- D. Team building

成功的项目经理必须具备良好的谈判技巧，包括：

- A. 积极倾听
- B. 问题升级
- C. 说服
- D. 团队建设

17、While creating the project charter, a key stakeholder does not offer any input. The project manager repeatedly asks the stakeholder to provide the necessary input to complete the high-level requirements.

Despite the project manager's efforts, the situation does not improve .What should the project manager do next?

- A. Remove the stakeholder from the stakeholder list.
- B. Assume the requirements together with the project team.
- C. Add the missing input as a risk to the high-level risk
- D. Escalate the issue to the project sponsor.

制定项目章程时，一名关键干系人没有提供任何意见。项目经理反复询问让该干系人提供必要的意见，以便完成宏观需求。但虽然项目经理努力了，情况却没有得到改善。项目经理接下来应该怎么做？

- A. 将该干系人从干系人登记册中删除
- B. 与项目团队假定需求
- C. 将缺失意见作为一项风险，添加到主要风险描述中
- D. 将该问题上报给项目发起人

18、A project manager calls a meeting to communicate the early termination of a project. In the meeting, the project manager states that it was known that the project would not be successful from the beginning. This situation reflects the project manager's lack of:

- A. Knowledge
- B. Project information
- C. Sponsorship
- D. Professional behavior

项目经理召开一次会议，沟通尽早终止此项目。在项目会议上，项目经理表示从一开始就知道项目不会成功。这种情况反映了项目经理缺乏：

- A. 知识
- B. 项目信息
- C. 赞助支持
- D. 职业行为

19、A company is successful with implementing technology projects. To ensure new project managers benefit from these best practices, how would existing project managers share their successes?

- A. Communications management process.
- B. Project team meetings.
- C. Lessons learned knowledge
- D. Project closeout report.

某公司在执行技术项目方面非常成功。为确保新的项目经理从这些最佳实践方面获益，现有项目经理应该如何分享他们的成功经验？

- A. 沟通管理计划
- B. 项目团队会议
- C. 经验教训知识库
- D. 项目收尾报告

20、There are several defects in a product's manufacturing line. A senior manager asks the project manager to order the number of defects by category and prioritized them by defects. What type of quality control tool is the senior manager requesting from the project manager?

- A. Scatter diagram.
- B. Cause and affect diagram
- C. Fishbone diagram
- D. Pareto diagram.

某个产品的生产线存在多个缺陷。高级项目经理让项目经理按类别整理缺陷数量，并按照缺陷排列优先顺序。高级经理向项目经理要求的是使用哪一种质量控制工具类型？

- A. 散点图
- B. 因果图
- C. 鱼骨图
- D. 帕累托图

21、Project manager calls a meeting with the team to explain the project and define the formal roles and responsibilities. What stage of team development is the project manager's team?

- A. Gathering
- B. Forming
- C. Confronting
- D. Norming.

项目经理召集团队会议，解释项目并明确正式角色与责任。项目经理所在团队处在什么阶段？

- A、集会
- B、形成
- C、面对
- D、规范

22、The project received an unexpected risk effects, forcing the project manager to perform a contingency measures, this situation will affect the demand reached. Should the project manager do?

- A. Will affect the archive as a quality deviation
- B. The case to the judgment of experts
- C. Put forward change request

D. Sensitivity analysis

项目受到一个未预料到的风险的影响，迫使项目经理执行一个权变措施，这种情况将影响到需求的达成。项目经理应该怎么做？

- A、将影响归档作为质量偏差
- B、将该案例转给专家判断
- C、提出变更请求
- D、进行敏感性分析

23、The project team will miss a deadline for a client's deliverable. What should project manager first do?

- A. Review options for meeting the deadline with the team
- B. Inform the stakeholder of the change in the schedule
- C. Initiate a reward system so the deadline will not be missed
- D. Search the risk management plan to define proper actions against this risk

项目团队将不能如期完成一个客户可交付成果。项目经理首先应该怎么做？

- A、与团队一起审查满足期限的选择方案
- B、将进度变更通知干系人
- C、启动奖励体系，以便不会错过期限
- D、搜索风险管理计划，确定应对这项风险的正确措施

24、During a software development project's execution, two team members disagree on who should do the testing. The project manager should refer to which of the following parts of the human resource management plan?

- A. Roles and responsibilities
- B. Project organizational chart
- C. Staffing management plan
- D. Project staff assignment

在一个软件开发项目的执行阶段，两名团队成员对谁应该做测试有不同意见，项目经理应该参照人力资源管理计划的下列哪一部分？

- A、角色与职责
- B、项目组织图
- C、人员配备管理计划
- D、项目人员配备

25、A project manager is about to finish a project. The team archives the project documents lessons learned, surveys, risks, and issue logs. Why is it important to archive data?

- A. It should be part of every closing operation

- B. It improves team motivation in the performance organization
- C. It becomes part of the historical database
- D. It enhances project management for future projects

项目经理即将完成一个项目。团队将经验教训、调查、风险和问题日志等文件存档。资料存档为什么很重要？

- A、它应该是每个收尾阶段的组成部分
- B、它会改善实施组织中的团队激励
- C、它会成为历史数据库的组成部分
- D、它会提高对未来项目的管理

26、During project execution, an important stakeholder, who is a capital investor in the client's business, disagrees with a significant scope item. What should the project manager do?

- A. Advise the stakeholder that it is too late to change the scope
- B. Agree to the scope change with the stakeholder
- C. Apply the changes management plan for the stakeholder's scope
- D. Terminate the project because the scope is not aligned with the client's business

在项目执行期间，作为客户业务资本投资商的一名重要干系人不同意一项重要的项目工作范围。项目经理应该怎么做？

- A、劝告干系人变更范围已经太迟了
- B、同意干系人的范围变更
- C、为干系人的范围应用变更管理计划
- D、终止项目，因为项目范围与客户的业务不一致

27、The project manager has completed the Plan Risk Responses process, and has identified risk response strategies with the team. The team's manager has asked for the amount of risk reserves needed for the project. What is the first thing the project manager should do?

- A. Create the risk reserves.
- B. Prioritize the list of risks.
- C. Create the overall risk rating for the project.
- D. Determine secondary risks.

项目经理已经完成了规划风险应对过程，并与团队一起识别了风险应对策略。团队的经理想知道项目的风险储备量是多少。项目经理首先应该做什么？

- A、制定风险储备
- B、制定风险优先级清单
- C、制定项目整体风险等级
- D、确定次生风险

28、The project manager takes over a project with the following indicators: schedule performance index of 0.7, cost performance index of 1.4. The project team complains they do not know the project goals and the activities they need to perform. According to this scenario, what should the project manager do first?

- A. Fast track the activities in the critical path.
- B. Arrange a meeting with the sponsor.
- C. Examine the requirements documentation.
- D. Report the issue to upper management.

项目经理接管了具有如下指数的项目：进度绩效指数为 0.7，成本绩效指数为 1.4，项目团队抱怨说他们不知道项目目标和他们需要执行的活动。根据这种情况，项目经理首先应该怎么做？

- A、快速跟进关键路径上的活动
- B、安排一次与发起人的会议
- C、审查需求文件
- D、将问题上报给上级管理层

29、As the project enters the execution phase, the project manager learns that the team members are working overtime doing unanticipated work without a change in scope. What is the most likely reason for this situation?

- A. Insufficient work breakdown structure
- B. Unclear communications management plan
- C. Incorrect estimation in activity duration
- D. Poor resource planning

当项目进入执行阶段时，项目经理了解到团队成员在没有变更范围的情况下，加班进行预期之外的工作。出现这种情况的最大可能原因是什么？

- A、工作分解结构不充分

- B、沟通管理计划不明确
- C、活动持续时间估算不准确
- D、资源计划差

30、After reviewing the project schedule, the project manager realizes that a unique resource on a specific activity on the critical path will not be released on time, but will be available at a later date. What should the project manager do next?

- A. Work with the critical path method
- B. Ask management for resources
- C. Define activity resource requirements
- D. Apply the critical chain method

在审查项目进度之后，项目经理发现到关键路径上一个特定活动的独特的资源不能准时使用，但是在稍晚的日期可用。项目经理接下来应该怎么做？

- A、采用关键路径法
- B、向管理层要求资源
- C、定义活动资源需求
- D、应用关键链法

31、Your company is receiving a shipment of goods from the sellers when you get a call from the procurement manager who tells you that the shipment does not meet the requirements of the contract. You look at the shipment yourself and determine that the shipment meets the needs of the project. What should you do next?

- A. Send the shipment back.
- B. Accept the shipment.
- C. Issue a change order to change the contract specifications.
- D. Expect to receive a claim from the seller.

你公司收到了供应商提供的一批货物。采购经理电话告诉你，这批货物不符合合同需求。你亲自看了货物之后，认为这些货物还是满足项目需求的。接下来你应该怎么做？

- A、将货物送回
- B、接收货物
- C、发起变更，改变合同条款
- D、等待接受卖方的索赔

32、The customer asks the project manager to have the system online within one week. There are still bugs in the system, but the project manager wants to meet the customer's desire to have the system running on time. The project manager should choose which of the following risk strategies?

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

客户要求项目经理在一星期内让系统上线。系统仍有些小缺陷，但是项目经理希望满足客户的期望让系统按时上线。项目经理应该选择下列哪一项风险策略？

- A、减轻
- B、接受
- C、转移
- D、规避

33、The project budget is proving to be inaccurate. The SPI is 1.1, the team has had negative deviation from the activity attributes, and the sponsor has inserted herself on the change control board. What is the best thing for the project manager to do?

- A. Try to encourage the sponsor to remove herself from the change control board.
- B. Re-compute the project schedule.
- C. Re-estimate the activity attributes.
- D. Calculate the cost performance index.

项目预算被证明是不准确的，SPI 是 1.1。团队成员背离了活动属性，发起人将自己安置在变更控制委员会里，项目经理应该做什么？

- A、说服发起人离开变更控制委员会
- B、重新计算项目进度

- C、重新估算活动属性
- D、计算成本绩效指数

34、The project manager wants to determine a link between two variables. Which of the following tools should the project manager use?

- A. Cause and effect diagrams
- B. Control charts.
- C. Pareto charts.
- D. Scatter diagrams.

项目经理试图确定两个变量之间是否存在联系。项目经理应该采用下列哪种工具？

- A、因果图
- B、控制图
- C、帕累托图
- D、散点图

35、The project is not going well and many changes are being made. Which of the following should you do first to gain control of the project?

- A. Review the project scope with the stakeholders.
- B. Create a new change form.
- C. Remind everyone of the change procedures.
- D. Ask the sponsor to review the project charter.

项目进展不顺利，发生了很多变更。为了更有效的控制项目，你首先应该做什么？

- A、和干系人一起审核项目范围
- B、制定新的变更形式
- C、提醒每个人变更的程序
- D、请求发起人审核项目章程

36、A project manager has been collecting work performance information during the project execution phase. What is the main purpose of this action?

- A. To monitor cost, schedule progress, and deliverable status.
- B. To monitor team member performance in the project.

C. To assess training requirements within the project team.

D. To update the project management plan.

项目经理在项目执行阶段收集了工作绩效数据。此项活动的主要目的是什么？

A、为了监控成本、进度进展和可交付成果的状态

B、为了监控团队成员在项目中的表现

C、为了评估项目团队的培训需求

D、为了更新项目管理计划

37、A project manager's project has just been dropped to a lower priority on the list of his department's prioritized project. It would be best for the project manager to:

A. Let the customer know that the project schedule will need to slip.

B. Request to use some of the management reserve to accommodate the change.

C. Start cutting work packages.

D. Gain more resources.

项目经理主管项目的一个优先级突然降低，项目经理应该采取的最佳措施是什么？

A、通知客户项目将会延期

B、申请动用管理储备，以应对发生的变更

C、消减工作包

D、获得更多的资源

38、During the project performance is reviewed, the project manager identifies some activities that cannot be completed on time, because of poor team performance. What would be next step?

A. Offer rewards for team members willing to work overtime to meet project needs.

B. Look for root causes that may be affecting team performance.

C. Review the schedule to align it to current team performance.

D. Promise training sessions to increase team performance.

在项目绩效审核期间，项目经理确定由于团队绩效较差，某些活动未能按时完成。下一步采取的措施是什么？

- A、为愿意加班的团队提供奖励，满足项目需求
- B、寻找可能影响到项目团队绩效的根本原因
- C、检查进度表，将其调整到目前团队绩效的水平
- D、推动培训课程，提高团队绩效

39、During the project's construction phase, a supplier has a fire and the supply of resource was delayed by a week. The project manager identified the risk of delay and included it in plan. After the occurrence of the event, what should the project manager first do?

- A. Carry out risk response planning
- B. Ask for an extension of the project due to the delay
- C. Update the project baseline
- D. Update the risk register

在项目施工阶段，供应商处发生火灾，导致原材料的供应延迟了一周，项目经理识别了这个延误的风险，并包含在计划当中。发生这个事件之后，项目经理首先应该怎么做？

- A、执行风险响应计划
- B、由于材料延迟，要求项目延期
- C、更新项目基准
- D、更新风险登记册

40、A project manager noticed that the work groups are not collaborating. Because they don't know the most recent information causing delays in some activities. What should the project manager do next?

- A. Distribute weekly status reports to the work groups
- B. Revises the communications management plan
- C. Schedule a project meeting to share the latest information
- D. Escalate the issue to the project sponsor.

项目经理注意到各工作组不协作，因为他们没有获知导致某些活动延迟的最新信息。项目经理接下来应该怎么做？

- A、将每周状态报告分发给各工作组

- B、修订沟通管理计划
- C、安排一次项目会议，分享最近的信息更新
- D、将该问题上报给项目发起人

41、How would lessons learned from a previous project affect a current project's scope statement?

- A. Since the work breakdown structure is complete, lessons learned will have no impact on the scope statement.
- B. The scope statement will develop more quickly than when the lessons learned are ignored.
- C. The past mistakes or errors of omission are less likely to be repeated in the current scope statement.
- D. The scope statement will be unaffected by the lessons learned knowledge base, because all projects are unique.

从前一个项目中学到的经验教训对当前的范围说明书会产生什么影响？

- A. 由于工作分解结构是完整的，对范围说明书不会产生影响。
- B. 如果不忽视经验教训，范围说明书的制定会更快。
- C. 在当前的范围说明书中，将不大可能会重复过去的错误或疏忽失误。
- D. 范围说明书将不会收到经验教训库的影响，因为所有项目都是独特的。

42、A project manager informs the customer that a critical path task was missed. In response, the customer asks the project manager to provide a new project delivery date. This is an example of which risk response?

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

项目经理通知客户，一个关键路线上的一项关键路径任务被遗漏了。客户在回应时要求项目经理提供新的项目交付日期。这属于下列哪一项风险应对的范畴？

- A. 接受
- B. 转移
- C. 规避
- D. 缓解

43、At the end of a project, the project manager needs to conduct a team performance review. The project manager wants to evaluate the performance of specific team members first. If conduct the review properly, what should the project manager do for these individuals?

- A. Compare their performance with other team members.
- B. Conduct the performance review meeting with the entire group at once.

- C. Focus the criticism on specific examples of behavior.
- D. Perform audits to address group and individual behavior.

项目结束时，项目经理需要开展一次团队绩效审核。项目经理希望首先评估特定团队成员的绩效。若要正确开展审核，项目经理应该怎么对待这些成员个人？

- A. 将他们的绩效与其它团队成员对比
- B. 同时与整组人员召开绩效审核会议
- C. 关注对于特定行为范例的批评意见
- D. 开展审计，处理团队和个人的行为

44、Which of the following tools and techniques are used in procurement planning?

- A. Reserve analysis.
- B. Make-or-buy analysis.
- C. Bidder conferences.
- D. Vendor bid analysis.

采购规划中运用了下列哪种工具和方法？

- A. 储备分析
- B. 自制或外购分析
- C. 投标人会议
- D. 供应商投标分析

45、Task A has a cost estimate of US\$1,000 and scheduled completion date of December 30, with a total duration of ten days. The project manager reviews the progress of the task on December 30, and it is 70% complete. The resource assigned to task A spent US\$600 to date. The project manager adds another resource to the task which increases the current level of performance by 50%. What is the new duration?

- A. 11 days
- B. 12 days
- C. 14days
- D. 17days

任务 A 的成本估算是 1000 美元，计划完工日期为 12 月 30 日，总工期为 10 天。项目经理在 12 月 30 日查看任务进度发现，任务完成 70%。分配任务 A 的资源到目前为止花费了 600 美元。项目经理为该任务增加了另一名资源，将会提高当前绩效水平 50%。那么新的工期是多少？

- A. 11 天
- B. 12 天
- C. 14 天
- D. 17 天

46、During an informal conversation with a project team member, the project manager discovers that a supplier for a key part has problems implementing an approved product change. Which of the following should the project manager do next?

- A. Perform a quality audit of the supplier.
- B. Schedule a change control meeting.
- C. Measure the supplier's work performance.
- D. Speak with a senior manager of the supplier.

在与项目团队成员的非正式谈话中，项目经理发现某个关键部分的供应商在执行一个已获得批准的产品变更时有问题。项目经理接下来应该执行下列哪一项？

- A. 实施对供应商的质量审计
- B. 安排一次变更控制会议
- C. 衡量供应商的工作绩效
- D. 与供应商的高级经理谈话

47、The project manager performs a forward and a backward pass analysis through the schedule network. Which of the following is needed to complete the project schedule?

- A. Set the activity resource type for the work package.
- B. Analysis the work breakdown structure.
- C. Indentify the path with zero or negative total float.
- D. Estimate the resources that are required by the critical plan method.

项目经理正在通过进度网络图采取正推和逆推的方式分析工作包。为了完成项目进度，以下哪一项是必备的？

- A、为工作包设置活动资源类型
- B、分析项目的工作分解结构
- C、识别总浮动时间为零或负数的路径
- D、采用关键路径法估算活动所需资源

48、A functional manager meets with the project manager's boss to discuss a change to the acceptance criteria for a major deliverable. After the meeting, the boss calls the project manager into his office and tells him to make the change. What is the best thing to do?

- A. Make the change as soon as possible.
- B. Understand the change.
- C. Supply the boss with a change form.
- D. Evaluate the impact of the change.

一位职能经理与项目经理的上司讨论了一个针对验收标准的变更。会议过后，项目经理的上司通知项目经理进行变更。在这种情况下，项目经理最好应该：

- A、尽快变更
- B、理解该变更
- C、交给上司一份变更请求
- D、评估该变更的影响

49、A key stakeholder is not convinced that the calculated costs provided in the project management plan are accurate, and refuses to approve it. What tool or technique should the project manager use to gain the key stakeholder's support?

- A. Expert judgment.
- B. Organizational process assets.
- C. Enterprise environmental factors.
- D. Integrated change control process.

一名关键干系人不相信项目管理计划上提供的计算成本是正确的，并拒绝批准。若要获得该关键干系人的支持，项目经理应该使用什么工具或技术？

- A. 专家判断
- B. 组织过程资产
- C. 事业环境因素
- D. 整体变更控制过程

50、A project team reviews their monthly quality metrics. The stakeholders mandate that the new product's production must have reject rate of $<1\%$. What approach or process should the project manager use to meet this requirement?

- A. Statistical sampling.
- B. Process analysis.

- C. Plan-do-check-act.
- D. Benchmarking.

项目团队审查了他们的每月项目质量测量指标。干系人要求新产品的投产废品率必须小于 1%。若要满足这个要求，项目经理应该使用下列哪个方法或过程？

- A. 统计抽样
- B. 过程分析
- C. 计划-实施-检查-行动
- D. 标杆对照

51、The project management team member records the number of rejects of a product on an activity basis. Which of the following tools should be used to assess the quality and ensure the reject range is within defined limits?

- A. Control charts.
- B. Inspection.
- C. Random sampling.
- D. Pareto chart.

项目管理团队成员记录了某产品的某个被拒绝的活动基准的数量，下列哪一项工具可以用来评估项目质量和确保被拒绝的范围包含在定义的界限内？

- A、控制图
- B、检查
- C、随机抽样
- D、帕累托图

52、A major construction project has been having a lot of schedule changes due to unanticipated weather problems. Who is it best to notify of these changes?

- A. Stakeholders.
- B. Sponsor.

C. Project team.

D. Functional managers.

一个建筑项目由于无法预料的天气原因而频繁发生进度的变更。这些变更最好通知谁？

- A、干系人
- B、发起人
- C、项目团队
- D、职能经理

53、A project assessment provides which of the following opportunities from the point of view of the risk management?

- A. Enables the project manager to determine how much of the risk contingency fund can be distributed to the team.
- B. Enables corrective actions to be implemented in the preliminary product.
- C. Provides insight into anticipating and minimizing the risk on future project.
- D. Provides the project manager with the initial risk register for the next project task.

从风险管理的观点来看，项目评审提供了下列哪一项机会？

- A、让项目经理能够确定能够向团队分发多少风险应急资金
- B、能够在产品初步设计时实施纠正措施
- C、提供预期并尽可能减少未来项目风险的远见
- D、为项目经理提供下一个任务的初始风险登记册

54、You are the project manager for a large government contract. The contract was signed a year ago for this three-year, multi-million-dollar project. You were not involved in writing the contract or setting up change control procedures, but now you are being inundated with change requests from the project sponsor and from your own senior management. What should you do first?

- A. Tell the sponsor and your senior management that any changes are out of scope at this point and cannot be considered.
- B. Meet with the project sponsor and senior management to discuss this problem and potential solutions.
- C. Talk to your legal department to make sure you doesn't do anything illegal.
- D. Ask senior management to set aside more management reserve to avoid potential financial problems.

你是一个大型政府合同的项目经理。这一个月三年期几百万美元的项目合同一年前就签下了。你没有参与合同的起草和变更控制程序的制定。但是现在你被发起人和上级主管的变更淹没了，你该怎么办？

- A、告诉发起人和高级管理层，到此时任何的变化都超出了范围，不应当考虑了。
- B、会见项目的发起人和高层，商讨问题和可能的解决方案。
- C、和法律部门交谈，以保证你的活动不会违法。
- D、要求高层设立更多的管理储备来避免财务问题。

55、What document should the project manager give to a new team member to ensure they acquire knowledge about all project milestones?

- A. Project work breakdown structure dictionary
- B. Project charter
- C. Project scope statement
- D. Project work breakdown structure

项目经理应该提供什么文件给新的项目团队以便他们学习有关所有项目里程碑的知识？

- A、工作分解结构词典
- B、项目章程
- C、项目范围说明书
- D、工作分解结构

56、A customer has given you a procurement statement of work for a complex, eight-month project that has a few unknowns. The customer has asked you to just “get it done” and only wants to see you at the end of eight months when you deliver the finished project. Under this circumstance, which of the following is the BEST thing to do?

- A. Complete the project as requested, but verify its scope with the customer occasionally throughout.
- B. Complete the project within eight months without contacting the customer during this time.
- C. Ask management to check in with the customer occasionally.
- D. Complete the project, but document that the customer did not want contact.

一位客户交给你一份采购工作说明书，要求你去完成一个复杂的、为期八个月的项目。客户告诉你，他只想在 8 个月后项目结束时得到他想要的。不过，在接到 SOW 后，你发现还有几个要点尚未明确。客户要求你只管去做就好了，而且只希望在 8 个月后你把完成的项目交给他。在这种情况下，你最优的做法是：

- A、开始项目，但是要不定期让客户核实范围
- B、开始项目，8 个月后让客户核实范围
- C、让管理层与客户不定期接触
- D、开始项目，并将客户不愿意中途联络的要求记录下来

57、A project manager works for a company that does not use formal project management process. As a result, the company has a history of modifying project requirements throughout to life of the project, often resulting in delays in project completions. What should the project manager update in the current project to control further modifications?

- A. Project scope
- B. Change management plan
- C. Stakeholder analysis
- D. Lessons learned.

为一家公司工作的项目经理不使用正式的项目管理过程。因此，该公司有变更贯穿整个项目生命周期项目需求的历史，这往往导致项目延期完工。项目经理在当前项目中应更新什么来控制进一步的修改？

- A、项目范围
- B、变更管理计划
- C、干系人分析
- D、经验教训

58、The customer responsible for overseeing your project asks you to project a written cost estimate that is 30 percent higher than your estimate of the project's cost. He explains that the budgeting process requires managers to estimate pessimistically to ensure enough money is allocated for projects. What is the best way to handle this?

- A. Add the 30 percent as a lump sum contingency fund to handle project risks.
- B. Add the 30 percent to your cost estimate by spreading it evenly across all project activities.
- C. Create one cost baseline for budget allocation and a second one for the actual project management plan.
- D. Ask for information on risks that would cause your estimate to below.

负责监管项目的客户要求你创建一份书面成本估算。其估算额要比项目的估算成本高出 30%，理由是希望经理们悲观地进行制定项目预算，以确保项目分配到足够的费用。处理此问题的最佳方法是什么？

- A、增加 30%的应急资金以应对项目风险
- B、增加 30%的成本估算，并平均地分配给项目活动
- C、制定两个成本基线，一个给管理层分配费用使用，另一个用于实际的项目管理计划
- D、寻找造成自己较低估算的风险信息

59、A project manager uses a schedule network analysis technique in which a distribution range of probable activity durations is defined for each activity. Which of the following techniques should the project manager use to calculate a distribution of possible outcomes for the total project?

- A. Resource leveling.
- B. Monte Carlo analysis.
- C. Critical chain technique.
- D. Cause and effect analysis.

项目经理利用一种进度网络分析技术，为每项活动都定义了可能的活动工期分布范围。项目经理应该使用下列哪一项技术来计算整个项目的可能结果分布？

- A. 资源平衡
- B. 蒙特卡洛分析
- C. 关键链技术
- D. 因果分析

60、Which of the following of organizational structures allows the project manager to have complete authority?

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

下列哪一种组织结构允许项目经理拥有全部职权？

- A. 强矩阵
- B. 职能型
- C. 平衡矩阵
- D. 项目型

61、A project is in the middle of the executing processes when a stakeholder suggests a major new change. This change will cause the third major overhaul of the project. At the same time, the project manager discovers that a major work package was not completed because a team member's boss moved him to another project that had a higher priority. Which of the following is the best person for the project manager to address these issues with?

- A. Team
- B. Senior management
- C. Customer
- D. Sponsor

一项目在执行过程中，项目干系人建议做出重大变更，这会造成项目的第 3 次全面检查。同时，项目经理发现一个主要的工作包没有完成，因为一名团队成员的领导把他调到另一个重要性更高的项目中去了。项目经理最好和谁谈这个问题？

- A. 团队
- B. 高级管理层
- C. 客户
- D. 出资人

62、During the first year, a project experiences a significant amount of issues. At beginning of the second year, the project stabilizes, diminishing dramatically the number of issues. What should the project manager do?

- A. Cancel the remaining scheduled risk assessment sessions.
- B. Diminish the amount of management reserve.
- C. Continue identifying new risks and reassessing existing risks.
- D. Perform a qualitative risk analysis of the residual risks.

项目在第一年内经历了大量问题。在第二年开始时，项目稳定下来，问题数量也显著减少。项目经理应该怎么做？

- A、取消剩余的已计划好的风险/评估会
- B、减少管理储备金额
- C、继续识别新的风险，并重新评估现有风险
- D、对残余风险执行定性风险分析

63、The project stakeholders to find the information they receive is very complex, and it is very difficult to understand, and therefore cannot be the correct decision. To solve this problem, What should the project manager do?

- A. Collect the new communication requirements.
- B. Provide the number of reports.
- C. Enquiries a glossary of common.
- D. Add an explanatory addendum.

项目干系人发觉他们收到的信息十分复杂，难以理解，因此不能正确作出决定。若要解决这个问题，项目经理应该怎么做？

- A、收集新的沟通需求
- B、提供报告数量
- C、查询常用术语表
- D、增加一说明性附件

64、When developing a process improvement plan. What does the project manager need to identify?

- A. Stakeholders.
- B. Activities which enhance value.
- C. Subject matter experts.
- D. Marketplace conditions.

项目经理在制定过程改进计划时需确认哪项内容？

- A、利害关系者
- B、提升价值的活动
- C、行业专家
- D、市场条件

65、The project manager receives an e-mail from a functional manager stating that the last piece of the work being completed, tested, and commissioned. What should the project manager do first?

- A. Perform the procurement audits.
- B. Update project baselines and procurement plan.
- C. Obtain acceptance by the customer.
- D. Work for another project. Decrease the project team to another project.

项目经理接到一封来自职能经理的电子邮件，说明上一件工作已经完成，并完成测试和开始使用。项目经理首先应该怎么做

- A、执行采购审计
- B、更新项目基准及采购计划
- C、获得客户的验收
- D、解散项目团队，为另一个项目工作

66、A project is the use of lessons learned documentation demonstrates a poor use of historical information in the whole project. Which if the following tools should be used to find the causes of this issue?

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

某项目正在使用的经验教训文件表明在整个项目过程中历史资料的利用较差。若要找到这个问题的原因，项目经理应该使用下列哪一项工具？

- A、控制图
- B、帕累托图
- C、趋势图
- D、鱼骨图

67、A project started with nine technicians in the team. Within five months, the team members have doubled to a total of 18 team members. The total number of potential communication channels will include:

- A. 18 to 36.
- B. 28 to 153.
- C. 36 to 72.
- D. 36 to 153.

项目开始时有 9 名技术人员。在五个月内，团队成员增加到 18 名。那么总的潜在沟通渠道数量从多少个增加到多少个？

- A、18 至 36
- B、28 至 153

- C、36 至 72
- D、36 至 153

68、What information does a control chart provide to a project manager?

- A. Indicates the need for variance analysis.
- B. Illustrates how a process behaves over time.
- C. Helps a project manager to change the project scope.
- D. Identifies the project risks.

控制图会向项目经理提供什么信息？

- A、指出偏差分析的需求
- B、说明流程是如何随着时间表现的
- C、帮助项目经理改变项目范围
- D、识别项目风险

69、The scope of the project is difficult to determine for the project team prior to the execution of the work. Schedule performance index is 0.7, in the investigation of the causes, the project manager found one of the team members has been pulled into a work by the sponsor which he thinks is important to him. To avoid this problem, which of the following actions should the project manager be taken?

- A. Improving the projects communication and making sure all needs are being satisfied.
- B. Change the project's scope based on the new demand.
- C. Provide clear instructions to the co-worker to discontinue the scope creep.
- D. Communication must be through the Change Control Board to carry out changes

项目范围一时很难确定下来，且项目团队之前执行过此类工作。进度绩效指数为 0.7，在调查完差异后，项目经理发现在现场工作的其中一名团队成员被项目发起人要求去执行其认为对项目很重要的部分。若要避免出现这种问题，项目经理应采取下列哪一项行动？

- A、改进项目沟通，确保所有需求都得到满足
- B、根据新的需求对项目范围进行变更
- C、给同事提供明确的说明，停止范围蔓延
- D、开展变更必须通过变更控制委员会进行的沟通

70、Collected after the project information needs, the project team to determine the scope of the project. To continue the project, what should the project manager do next?

- A. Develop a project schedule.
- B. Gradually led to the part of management and measurable.
- C. To estimate the duration of the project and resource requirements.
- D. Estimated costs.

收集完项目信息需求之后，项目团队确定了项目范围。若要继续项目，项目经理下一步应该怎么做？

- A、制定项目进度表。
- B、逐步促成可管理和可衡量的部分。
- C、估算项目工期和资源需求。
- D、估算成本。

71、A project manager took over a project which is in the execution phase. The customer is unable to define the project's objectives in the required detailed level and the project team members have started complaining that continuous changes in requirements makes estimating work effort and schedule impossible. How should the project manager proceed?

- A. Tell the customer about team members' complaints and ask for more detailed requirements.
- B. Tell the project team members the customer is not able tell the requirements at required pace.

- C. Update the high level WBS with more detailed information when it is available.
- D. Keep the project team occupied with the current assignments.

项目经理接管一个处于执行阶段的项目，客户无法按照要求的详细程度来定义项目目标，此时项目团队成员已经开始抱怨，因为需求的不断变化导致无法进行工作估算和进度编制。项目经理应该怎么做？

- A、将团队成员的抱怨告诉客户，并要求更多的详细需求
- B、告诉项目团队成员客户无法按照要求的节奏提供需求
- C、当有更详细信息时，更新高层次 WBS
- D、让项目团队关注当前任务

72、During the Plan Risk Management process, assigning whom will help you and the project team identify all important risks and work more effectively during the identification process.

- A. Risk factors
- B. Blame
- C. Risk mitigation plans
- D. Risk categories

在规划风险管理过程，制定什么将会帮助你 and 项目团队在识别风险过程识别所有重要风险并提高风险识别的效率？

- A、风险因素
- B、责备
- C、风险缓解计划
- D、风险类别

73、You have created an Excel spreadsheet that shows cumulative cost at any particular point of time in the project duration. Your director wants to review the project costs and you decide to make a presentation. Cumulative cost plotted against time is shown in the slide as:

- A. S-curve.
- B. Histogram.
- C. Control chart.
- D. Pareto chart.

你正在制作 Excel 电子表格，展示项目进度中任何时间点的累计成本。你的主管希望看一下项目成本，你决定做演示。基于时间的累计成本图是：

- A、S 曲线
- B、直方图
- C、控制图
- D、帕累托图

74、The project manager meets the project sponsor and provides a project update. The sponsor finds this change would not be great if changes suggested by the uses could be included to ensure the project performs better. The sponsor believes this is a small issue and can be completed easily before the next deadline. What should the project manager do next?

- A. Include requirements of the team and ensure that the sponsor's thoughts are incorporated.
- B. Submit suggested changes and perform a variances analysis.
- C. Inform the sponsor that the suggestions will be considered after the next deadline.
- D. Explain to the sponsor that project requirements have already been finalized.

项目经理遭遇发起人提供的一个需要更新的项目。发起人发现这种变更不会很大，并且可以确保项目性能会更好。发起人认为这是一个小问题，并且这种变更可以在项目的最后期限来临之前轻易完成。项目经理接下来应该怎么做？

- A、包含项目团队需求和保证发起人的想法具体化。
- B、提交变更请求，并执行偏差分析。
- C、告知发起人，将会在下一个期限之后考虑该建议。
- D、向发起人解释，项目需求已经最终确定。

75、The project manager presents deliverables to the customer for approval. The customer claims that the deliverables do not meet the acceptance criteria, and asks the project manager to rework the deliverables. The customer also wants to access the information regarding the progress of the rework. Which activity should the project manager execute next?

- A. Configuration identification
- B. Configuration status account

- C. Configuration control
- D. Configuration verification and audit

项目经理向客户提交可交付成果以供批准。客户称可交付成果没有达到验收标准，并要求项目经理对可交付成果进行返工。客户还希望查看返工进度的相关信息。项目经理接下来应该执行哪一项活动？

- A、配置识别
- B、配置状态记录
- C、配置控制
- D、配置核实与审计

76、The project manager asks a team member to use these four major categories: planning, analysis, design, and testing to create the work breakdown structure. How should these categories be embedded in the work breakdown structure?

- A. Activity level
- B. Work package level
- C. Second level of decomposition
- D. First level of decomposition

项目经理要求团队成员使用这四种主要类别：计划、分析、设计和测试 创建工作分解结构。这些类别应如何嵌入工作分解结构中？

- A、活动层次
- B、工作包层次
- C、第二分解层次
- D、第一分解层次

77、Company A formulates a business offer for company B. Company accepts the offer and requests company A to proceed. What should company A do next?

- A. Acquire the project team and subject matter experts.
- B. Create a work breakdown structure.
- C. Prepare the project's high-level scope.
- D. Perform a cost-benefit analysis.

A 公司为 B 公司制定了一份商务报价。B 公司接受了报价，并要求 A 公司开始项目。公司 A 接下来应该怎么做？

- A、组织项目团队和主要专家
- B、创建工作分解结构
- C、准备项目高层次的范围
- D、进行成本效益分析

78、As soon as some tasks on the critical path become delayed, project manager decides timely to analyze different combinations of schedule variances. Which control schedule tool should the project manager use?

- A. What-if scenario analysis
- B. Schedule compression
- C. Resource leveling
- D. Schedule crashing

关键路径上的某些任务发生延迟时，项目经理立即决定对进度变量的不同组合加以分析，以使项目符合原交付日期。项目经理应该用哪种进度控制工具？

- A、假设情景分析
- B、进度压缩
- C、资源平衡
- D、赶进度

79、Management has promised you part of the incentive fee from the customer if you complete the project early. While finalizing a major deliverable, your team informs you that the deliverable meets the requirements in the contract but will not provide the functionality the customer needs. If the deliverable is late, the project will not be completed early. What action should you take?

- A. Provide the deliverable as it is
- B. Inform the customer of the situation and work out a mutually agreeable solution.
- C. Start to compile a list of delays caused by the customer to prepare for negotiations
- D. Cut out other activities in a way that will be unnoticed to provide more time to fix the deliverable.

管理层已经向你保证如果你提前完成该项目，客户会给你一部分奖励。在最后完成一主要的交付成果时，你的团队告诉你该交付成果满足合同的要求，但是不能提供客户所需的功能。如果该交付成果已经晚了，项目将不能提前完成。你应该采取什么措施？

- A、就这样递交交付成果。
- B、告诉客户情况是这样的，寻找一个双方都能接受的解决方法
- C、开始由客户编写引起延误的列表以准备谈判
- D、消减其它活动以为修复该交付成果节约时间

80、A portion of a project's work will be procured from an external source. The project team creates statement for the procurement plan and issues a request for proposal to multiple suppliers. Project team questions about the work from the prospective suppliers. What should the project team do to provide responses to prospective suppliers?

- A. Send out individual responses to each supplier.
- B. Designate a single point of contact for each suppliers from the project team to handle questions.
- C. Revise the request for proposal to include responses to all questions and circulate to all suppliers.
- D. Hold bidder conferences to clarify all questions across all suppliers.

有一部分项目工作将从外部采购资源。项目团队制订采购计划，并向多个供应商发送建议邀请书。团队从潜在供应商那里获得关于工作的询问。为向潜在供应商提供响应，项目团队应该怎么做？

- A、向每一个供应商发送单独回复
- B、在项目团队中为每一位供应商制定单个联系人来处理问题
- C、修订建议邀请书，将对所有问题的回复包含在内，并分发给所有供应商
- D、召开投标人会议，澄清所有供应商的全部问题

81、The project manager registers a change request and sends it to the sponsor for approval. The sponsor replies that the approval process is not their responsibility. What should the project manager do?

- A. Reference the approved change management plan with the sponsor.
- B. Define and approve the change management plan with the sponsor.
- C. Define responsibilities of the change control board with the sponsor.
- D. Confirm approval of the change management plan with the sponsor.

项目经理登记了一项变更请求，并将其发给项目发起人批准。项目发起人回复说批准过程不是他们的责任。项目经理应该怎么做？

- A. 与发起人一起查看批准的变更管理计划
- B. 与发起人一起定义和批准变更管理计划
- C. 与发起人一起确定变更控制委员会的责任
- D. 与发起人一起确认变更管理计划的批准

82、A project sponsor initiates a new project that will include their customer, several of the subcontractors, and a virtual project organization. The project sponsor writes a project charter to regulate the expectations between which of the following?

- A. Project sponsor and the sponsoring company.
- B. Customer and the project.
- C. Subcontractor and the project.
- D. Project manager and the sponsoring company.

项目发起人启动了一个新项目。该项目将涉及他们的客户、多个分包商以及一个虚拟项目组织。项目发起人制定项目章程，来调整下列哪一项两者之间的期望？

- A. 项目发起人和赞助公司
- B. 客户和项目
- C. 分包商和项目
- D. 项目经理和赞助公司

83、You are a project manager for a new product development project that has four levels in the work breakdown structure. The network diagram has been created, the duration estimates have been compressed, and a schedule has been developed. What the management activity should you do next?

- A. Control schedule.
- B. Estimate activity resources.
- C. Analogously estimate the schedule.
- D. Gain approval.

你是某个新产品研发项目的项目经理。该项目的 WBS 分为四层，网络图也已完成，历时被压缩了，进度计划也已经编制成功。你接下来应该执行哪个管理活动？

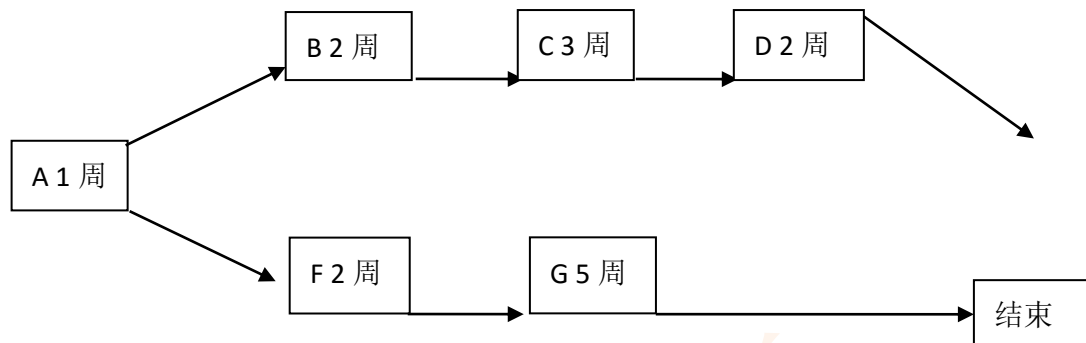
- A、控制进度
- B、估算活动资源
- C、类比估算进度
- D、获得批准

84、Diagram 1 shows the sequence of activities for project XYZ and its duration. The project manager is asked to reduce the project duration by two weeks. None of the activities can be fast tracked. Activities A and F cannot be crashed, activity G can be crashed by two weeks; and all other activities can be crashed by one week. To meet the new project duration requirement, which of the following will the project manager decide to do?

- A. Crash activity G.
- B. Crash activity C and D.
- C. Crash activity G, C and D.

D. Crash activity G,F and C.

图一显示了 XYZ 项目的活动顺序及其持续时间。项目经理被要求将项目工期缩短两周。所有活动都得加快进度，但是活动 A 和 F 无法赶工，活动 G 的进度可提前两周，其他活动可将进度提前一周。若要满足项目的工期要求，项目经理将决定采取下列哪种行动？



- A、加快活动 G 的速度
- B、加快活动 C 和 D 的速度
- C、加快活动 G、C 和 D 的速度
- D、加快活动 G、F 和 C 的速度

85、Which of the following configuration management activities is part of the Perform Integrated Change Control Process?

- A. Compare actual project performance against the project management plan.
- B. Update scope management plan.
- C. Identify and document the functional and physical characteristics of the project's products.
- D. Verify deliverables for completeness.

以下哪一项属于执行整体变更控制中配置管理活动的一部分？

- A、将项目管理计划与项目的实际绩效对比
- B、更新范围管理计划
- C、识别和记录产品的功能特征和物理特征

D、验证可交付成果的完整性

86、Decomposition belongs to develop the technology used in the following document?

A. Cost Plan.

B. Resource Management Plan

C. Statement of Work

D. Work Breakdown Structure

分解属于制定下列哪一份文件时使用的技术?

A、成本计划

B、资源管理计划

C、工作说明书

D、工作分解结构

87、S-curves analysis of a project is given. Which of the following represents the project?

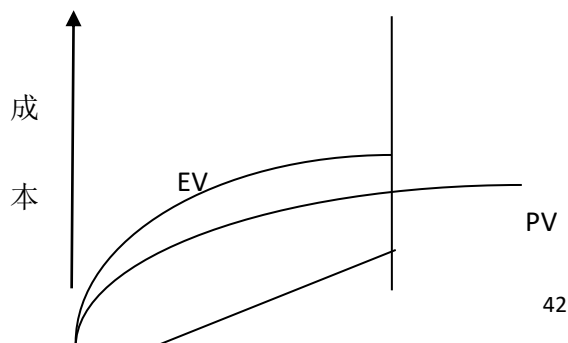
A. On schedule and budget.

B. On budget but behind schedule.

C. Ahead of schedule but on budget.

D. Over budget but on schedule.

某个项目的 S 曲线已提供。下面哪一项该项目的最佳描述?



AC

时间

- A、符合进度和预算
- B、符合预算但落后于进度
- C、超前于进度但符合预算
- D、超出预算但符合进度

88、The project has more than 1,000 work packages, and is two years long. It is performing with $CPI=1.18$ and $SPI=0.88$. What technique should the project manager use to solve this situation?

- A. Critical path method.
- B. Resource leveling.
- C. Crashing.
- D. PERT.

项目有 10000 多个工作包且为期两年。项目 CPI 为 1.18, SPI 为 0.88。请问, 项目经理应该采用何种方法来处理该情况?

- A、关键路径法
- B、资源平衡
- C、赶工
- D、PERT

89、The project manager leads a development project for the customer. The project is externally funded with a strict payment plan and deadline. During the project execution phase, the project manager identifies that the project is behind schedule. What should the project manager do?

- A. Perform schedule compression to reach the determined deadline.
- B. Issue a change request and approve it with the customer.

C. Take no action, since the contract does not identify penalties for late product deliverables.

D. Decrease the number of quality audit to make the delivery on time.

项目经理接管客户一个发展良好的项目。该项目是一个由外部资助的项目，实行严格的付款计划和期限。在项目实施阶段，项目经理确定该项目工期落后了，此时项目经理应该怎么做？

A、把进度压缩到完工的最后期限。

B、提交变更请求，请客户批准。

C、不采取任何行动，因为合同不能明确产品延迟交付的日期。

D、为准时交付产品而实施质量审计。

90、During the execution phase, the supplier selection team is gathering evaluation material. The information is for a decision making to purchase a customer relationship management system. In order to actively carry out project work, the project manager will use which of the following?

A. Proposal evaluation sheet.

B. Make-or-buy analysis.

C. Project statement of work.

D. Earned value analysis.

在项目实施阶段，供应商选择团队收集评估资料，做出选择客户关系管理体系的决策。为了积极开展项目采购工作，项目经理应该使用下列哪一项？

A、建议书评估表

B、自制或外购分析

C、项目工作说明书

D、挣值分析

91、In which of the following process groups will the project deliverables be divided into smaller

more manageable components?

- A. Initiating
- B. Planning
- C. Executing
- D. Monitoring and Controlling

下列哪一个过程组中，项目可交付成果将会分成较小、较容易管理的部分？

- A. 启动
- B. 计划
- C. 执行
- D. 监控

92、The schedule performance index of the project is 1.15. What is the status of the schedule?

- A. Better than planned.
- B. Worse than planned.
- C. On plan.
- D. Cannot be estimated with the given information.

项目的进度绩效指数为 1.15。进度的状态是什么？

- A. 比计划好
- B. 比计划差
- C. 按计划进行
- D. 根据提供的信息无法预估

93、The project manager feels the meeting with very poor results. The participants are not well prepared, fail to conform to the agenda. What should the project manager change the attitude of the project team?

- A. Individual behavior be changed immediately and prepare to the next conference.
- B. Write a meeting about culture and conference rules memo.
- C. Discuss good preparation at the beginning of the next meeting.
- D. Convene fewer but more substantial meetings.

项目经理感觉到项目会议的成效很差。与会者都没有做好准备，无法遵照会议议程。项目经理应该怎么做来改变项目团队的态度？

- A、首先开始改变个人行为，更好地为下一个会议做准备。

- B、编写一份关于会议文化和会议规矩的备忘录。
- C、在下一次会议开始时讨论做好会议的重要性。
- D、召开较少但更为重要的会议。

94、A project requires a number of the professional talents, these professionals use system knowledge to solve practical problems encountered in the project. In the project implementation stage, a key resource suddenly resigned. What should the project manager in the face of this state be done?

- A. Immediately contact the consulting firm resources
- B. To determine whether the risk will happen.
- C. Redistribute work to other team members.
- D. Reduce the expert responsible for the deliverables range.

某公司的一个项目需要一些专业的人才，这些专业人才使用与系统相关知识来解决项目中遇到的实际问题。在项目执行阶段后期，一名关键资源突然辞职。项目经理面对这种状态应该怎么办？

- A、立即联系咨询公司的资源
- B、确定是否会发生风险
- C、将工作重新分配给其它团队成员
- D、减少该专家负责的可交付成果范围

95、A project manager is assigned to a development project. During testing, the sponsor decides to change one of the product's main functions. The project manager will cover the cost of this development using which of the following?

- A. Management reserve.
- B. Contingency reserve.
- C. Cost reserve.
- D. Constraints reserve.

项目经理被任命管理一个开发项目。在测试过程中，发起人决定变更产品的其中一个主要功能。项目经理将会使用下列哪一项来涵盖这个开发成本？

- A. 管理储备
- B. 应急储备
- C. 成本储备
- D. 约束条件储备

96、As a project approaches completion:

- A. Risk management is no longer needed.
- B. The costs of changes typically increase.
- C. The probability of high-risk items increases.
- D. Contingency reserves are no longer needed.

当项目接近完工时：

- A、就不再需要风险管理
- B、变更成本一般会增加
- C、高风险项的可能性会增加
- D、不再需要应急储备

97、Individuals outside of the project are undermining major deliverables. What could the project manager have better developed to prevent this issue?

- A. Scope statement.
- B. Work breakdown structure.
- C. Stakeholder management strategy.
- D. Project management plan.

项目以外的个人正在破坏主要可交付成果。若要预防这个问题，项目经理可更好地制定以下哪份文件？

- A. 范围说明书
- B. 工作分解结构
- C. 干系人管理计划
- D. 项目管理计划

98、Prior to a meeting to sign the project charter, the project manager identifies additional requirement to the project. To ensure all requirements are considered, the project manager should:

- A. Postpone the meeting until all requirements are clarified and included in the charter.
- B. Run the meeting as it is scheduled to obtain the project charter sign-off.

- C. Postpone the meeting and leave the charter open until completion of the planning phase.
- D. Escalate concerns to the line manager about whether to hold the meeting.

在签署项目章程的会议之前，项目经理又识别出项目的额外需求，若要确保所有需求都被考虑到，项目经理应该：

- A. 推迟会议，直至所有需求均已澄清并包含在项目章程中为止
- B. 按原定计划召开会议，让项目章程获得签署同意
- C. 推迟会议，并让项目章程保持在开放状态，直至完成项目阶段为止
- D. 将问题上报给一线经理，询问是否召开会议

99、To manage scope creep on a project, the project manager should:

- A. Review change requests with the project sponsor.
- B. Implement a change control board.
- C. Implement a risk management plan.
- D. Perform a project performance review.

若要管理项目的范围蔓延，项目经理应该：

- A. 与项目发起人一起审查变更请求
- B. 设立变更控制委员会
- C. 实施风险管理计划
- D. 执行项目绩效审查

100、A project manager reviews the responsibility assignment matrix and determines there will be a conflict with a specific resource during the execution phase. To optimize resource availability, the project manager wants to keep the resource's usage balanced. What method should the project manager use?

- A. Resource leveling
- B. PERT
- C. Critical path
- D. Crashing

项目经理审查了职责分配矩阵，确定在项目执行阶段某个特定资源会出现冲突。为了优化资源可用性，项目经理希望保持资源的平衡利用。项目经理应该使用下列哪种方法？

- A. 资源平衡
- B. PERT
- C. 关键路径
- D. 赶工

101、A project manager leads a project to build a data center. The client submits a dramatic change to the project manager. Insisting that modification must be introduced as soon as possible involves

incremental changes to the budget and an expectation of the overall schedule. What should the project manager do next?

- A. Advise the client to initiate the change as another project
- B. Present the client's request at the next change control board meeting
- C. Include the client's change and re-baseline the budget and schedule
- D. Ignore the request as the baseline for the budget and schedule have been agreed to.

项目经理主持一个建立数据中心的项目。客户向项目经理提交了一份重大变更，坚称这项修改必须尽快包含在内。这涉及到对预算和总体进度延长的递增变化。项目经理接下来应该怎么做？

- A、建议客户将变更作为另一个项目启动
- B、在下一一次变更控制委员会会议上提交客户的请求
- C、包含客户的变更并重订预算和进度基准
- D、忽视该需求，因为有关项目的预算和进度基准已达成一致

102、Experience and research indicate that high performance project team normally can be formed in which of the following conditions?

- A. When there are 20 or more members per team
- B. When members are assigned to the project full-time
- C. When members report to their line manager only
- D. When part-time project team members report to project manager

根据经验和研究表明，通常在下列哪一种情况下会较好地形成高性能的项目团队？

- A、当每支团队有 20 名或 20 名以上的成员时
- B、当团队成员自始至终都在为项目全职工作时
- C、当团队成员在项目执行阶段仅向其直线经理
- D、当兼职项目团队成员仅向项目经理汇报时

103、During the project's execution, the project manager realizes that key stakeholders are missing from the stakeholder register. What technique should have been used at the beginning of the project to prevent this from occurring?

- A. Update stakeholder register
- B. Conduct stakeholder analysis
- C. Define stakeholder management strategy
- D. Identify stakeholders

在项目执行阶段，项目经理意识到关键干系人未在干系人登记册中记录。若要避免这种情况发生，在项目开始时应该采用下列哪一种技术？

- A、更新干系人登记册
- B、进行干系人分析

- C、确定干系人管理战略
- D、识别干系人

104、During project executing, a large number of changes are made to the project. The project manager should:

- A. Wait until all changes are known and print out a new schedule.
- B. Make approved changes as needed, but retain the schedule baseline.
- C. Made only the changes approved by management.
- D. Talk to management before any changes made.

在项目执行阶段，项目发生了很多变更，项目经理应该：

- A、一直等待，直到了解了所有的变更，然后打印一份新的进度表。
- B、根据需要尽快实施被批准的变更，但是保留原有的进度基准。
- C、只实施管理层批准确定的变更。
- D、实施任何变更前要通知管理层。

105、Company A asks company B to complete their work earlier than the planned date. What method should company B's project manager use to complete the work with minimal increase in project cost?

- A. Work overtime
- B. Add more resources
- C. Fast track the project
- D. Crash the timeline

A 公司要求 B 公司比计划日期提前完成工作。若要在增加最少项目成本的情况下完成工作，B 公司的项目经理应该采用什么方法？

- A、加班
- B、增加更多资源
- C、快速跟进项目
- D、赶时间线

106、A project is near completion and a team member report to project manager that there is an issue which will impact an important deadline. The weekly status report will be sent tomorrow to the major stakeholders. What should the project manager do next step?

- A. Update the issue log, inform the sponsor, and use escalation process to report a possible delay to the stakeholders.
- B. Inform the stakeholder in the weekly status report, discuss possible solutions with the stakeholders and request budget and schedule extensions.
- C. Verify if this issue is in the risk plan, if it is not, include it and develop a mitigation plan.

D. Update the issue log, involve all the people that can help to solve the issue, and communicate the issue to the stakeholders.

项目接近完工，团队成员向项目经理报告一个会影响到重要期限的问题。每周状态报告将如期发送至主要干系人。项目经理下一步该怎么做？

- A、更新问题日志，通知发起人并使用问题升级流程，向干系人报告可能延迟
- B、在下次状态周报中通知干系人，与他们讨论可能的解决方案，并请求预算和进度延期
- C、核实该问题是否包含在风险计划中；如不在，则应将其包含入内，并编制风险减轻计划
- D、更新问题日志，将可帮助解决问题的所有人员包含在内，并与干系人就此问题进行沟通

107、Your project, run for a customer, is coming to an end. The customer has been contractually granted a three years warranty period for the product of the project. What should the project manager do first?

- A. Hand all relevant documentation over to the organizational unit responsible for handling the warranty.
- B. There is no additional work to be done. The contract should describe all processes in sufficient detail.
- C. Changes on the product can affect warranty clauses. Ensure these clauses are aligned with the final specifications.
- D. According to many legislations, you cannot formally close a project before the end of the warranty period.

你为客户执行的项目即将结束。客户签订了一个对项目产品进行三年保修的合同。项目经理首先应该怎么做？

- A、把相关联的所有文档移交给负责保修的部门。
- B、没有额外的工作要做。合同应该在足够的细节方面描述所有的过程。
- C、产品的变更会影响到保修条款。确保这些条款与最终规格保持一致。
- D、根据相关法规，你不能在保修期结束之前正式结束项目。

108、Together with your team, you applied three-point estimation on a critical path which consists of two activities. The following duration uncertainties are all calculated assuming a ± 3

sigma confidence interval. The duration uncertainty-defined as pessimistic minus estimate-of the first activity is 18 days; the second estimate has an uncertainty of 24 days. Applying the PERT formula for paths. What is the duration uncertainty of the entire path?

- A. 21 days.
- B. 30 days.
- C. 42 days.
- D. No statements is possible from the information given.

你与项目团队把三点估算方法应用于具有两个活动的关键路径上。下列历时的不确定性都基于 ± 3 西格玛置信区间。历时不确定性（定义是最悲观估算-最乐观估算），活动一是 18 天，活动二是 24 天，使用 PERT 公式法，整个关键路径的历时不确定性是多少？

- A、21 天
- B、30 天
- C、42 天
- D、根据所给信息无法估算

109、The stakeholders ask whether the project properly absorbed a recent change request. Which tool should the project manager use to demonstrate this to the stakeholders?

- A. Process analysis
- B. Pareto chart
- C. Ishikawa diagram
- D. Quality audit

干系人询问项目是否正确包含最新的变更请求。若要向干系人展示这一点，项目经理应该使用以下哪一项工具？

- A、过程分析
- C、帕累托图
- C、石川图
- D、质量审核

110、Which of the following should be included as discussion topic on kick-off meeting?

- A. Major risks, areas of responsibilities and high-level budget and schedule
- B. Work breakdown structure, detailed schedule, project plan and risk register
- C. Quality plan, budget, detailed schedule and work breakdown structure
- D. Charter, stakeholders analysis, budget and project plan

下列哪一项应包含作为项目启动大会的讨论议题？

- A、主要风险、职责范围、高层次预算和进度
- B、工作分解结构、详细进度、项目计划和风险登记册
- C、质量计划、预算、详细进度和工作分解结构
- D、章程、干系人分析、预算和项目计划

111、Which of the following needs to be completed before resources can be finalized for the project?

- A. Work breakdown structure.
- B. Estimates.
- C. Resource Gantt Chart.
- D. Scope Validate.

下列哪一项需要在最终确定项目资源之前完成？

- A、工作分解结构
- B、估算
- C、资源甘特图
- D、范围确认

112、The chief architect of the project and the key client representative cannot cooperate on the project. Which adversely impacts the project's progress. What should the project manager do to address this issue?

- A. Determine a senior staff to act as an arbitrator between the architect and the clients' representative.

- B. Request the architect's supervisor to discuss this problem with him/her.
- C. In consultation with the project sponsor to replace the key client representative.
- D. Identify the chief architect and the common interests of the clients' representative, determine possible solutions.

项目的总建筑师和业主代表不能在项目中合作，这对项目进展带来不利影响。项目经理如何应对这个问题？

- A、确定一名高级员工作为建筑师和业主代表之间的仲裁人
- B、要求总建筑师的一线经理与该建筑师讨论这个问题
- C、与项目发起人协商更换关键业主代表
- D、找出总建筑师和业主代表的共同利益，确定可能的方案

113、An environmental remediation project has succeeded in reducing costs. This achieved by implementing a change request for new technology that was not available when the scope was originally defined. The technology change that is adopted is a/an:

- A. Value adding change.
- B. Error or omission in defining the scope of the project.
- C. External event.
- D. Contingency or workaround plan.

一个环境保护项目成功降低了成本。这是执行了使用新技术的变更后实现的。这个新技术在最初定义范围时是不可用的。由于采用新技术的变更而降低了项目成本，这被称为：

- A、增值变更
- B、定义项目范围时的错误或遗漏
- C、外部事件
- D、应急计划或者权变计划

114、A manufacturing project is conducted under limited time constraints. At the point of delivery, a large batch of components must be scrapped, as they do not meet the industry minimum requirements. What should the project manager have done to prevent this problem?

- A. Surveyed the industry standards and enterprise environmental factors.
- B. Initiated quality audits to ensure that the planned quality assurance activities are followed.
- C. Increased the focus on risk identification, mitigate and contingencies.
- D. Obtained approval from the sponsor to extend project time line.

一个制造项目是在有限的时间约束条件下开展的。交付时，一大批部件必须废弃，因为它们不满足行业最低要求。若要防止这个问题，项目经理应该做什么？

- A、研究行业标准和事业环境因素
- B、启动质量审计，确保遵循计划的质量保证活动
- C、提高对风险识别、减轻和应急的关注
- D、获得发起人对延长项目工期的批准

115、You are the project manager of a high priority project, which will require more than 1,000 team members. During human resource planning, you would like to apply proven principles to shorten the time needed to create a human resource plan and make it effective. In this context, you will benefit if you consult an expert in the field of :

- A. Networking and team formation.
- B. Human resource theory.
- C. Organization theory.
- D. Project organization charts.

你是某一个有着高优先级项目的经理，该项目需要超过 1000 名团队成员。在人力资源规划期间，你想使用通过验证的原理来缩短创建人力资源管理计划的时间并使之更有效，这种情况下，你该咨询哪个领域的专家会得到帮助？

- A、网络和团队领域

- B、人力资源理论领域
- C、组织理论领域
- D、项目组织机构图

116、A project is using a productive infrastructure in a large operating environment. The project is an accident occurred at this time, but a technical solution is implemented to resolve the problem. Despite the circumstances a project stakeholders are still complaints because:

- A. The project sponsor had not received any notification, and without the approval of the chosen option.
- B. The risk was not identified and assessed, and update in the risk log.
- C. The change control board was informed, and the incident was not evaluated.
- D. The change created a risk that could have caused a major operational impact.

某项目在一个大型操作环境中使用生产性基础设施，此时项目发生了一次事故。但是实施了一个技术解决方案来解决问题。在这种情况下，一名项目干系人仍然投诉，这是因为：

- A. 项目发起人未得到通知，且未批准所选择的方案
- B. 风险未识别、评估，且在风险日志中更新
- C. 变更管理委员会未得到通知，且事故未进行评估
- D. 变更造成了一个可能已经导致重大操作影响的风险

117、In projects, expert judgment will often be used throughout the project integration processes. Which of the following does not provide expert judgment?

- A. Professional and technical associations.
- B. Competitors.
- C. Consultants.
- D. Other units within the organization.

在项目中，专家判断被经常运用到项目整合过程中，以下哪项不是专家判断的来源？

- A、专家技术协会
- B、竞争对手
- C、顾问
- D、组织中的其他部门

118、The project manager wants to introduce quality management techniques to the project. Which one of the following methodologies can be used as a basis for continuous quality improvement?

- A. Parametric estimating.
- B. Plan-do-check-act cycle.
- C. Benchmarking.
- D. Cost-benefit analysis.

项目经理希望将质量管理技术引进到项目中。下列哪一个方法可以作为持续质量改进的基础？

- A. 参数估算
- B. P-D-C-A 环
- C. 标杆对照
- D. 成本效益分析

119、While presenting the project management plan to stakeholders, the project manager notices a stakeholder who has little organization power, demonstrating little interest. What method should the project manager use to manage this stakeholder?

- A. Monitor this stakeholder
- B. Manage this stakeholder closely
- C. Keep this stakeholder satisfied
- D. Keep this stakeholder informed

在向干系人提交项目管理计划时，项目经理注意到其中一名几乎没有组织权力的干系人表现出对项目没有兴趣。项目经理应使用什么方法来管理该干系人？

- A、监察该干系人
- B、密切管理该干系人
- C、保持让该干系人满意

D、保持让该干系人获得通知

120、A company is awarded a multimillion dollar contract that, if completed on time, could be very profitable. The project team is eager to start their task assignments. What is next step to be taken for the success of this project?

- A. Identify risks
- B. Conduct the project kick-off meeting
- C. Begin working on the WBS
- D. Conduct team-building exercises

公司获得了一个价值数百万美元的合同。如果能按时完成，利润会很丰厚，项目团队急切地开始他们的工作任务。为取得项目成功，下一步应采取什么措施？

- A、识别风险
- B、召开项目启动大会
- C、开始进行 WBS 方面的工作
- D、开展团队建设活动

121、With the sudden surge of competition, a well known company begins to lose business. The company hires a project manager to study the situation and to recommend corrective actions. The project manager's study finds gaps in the project implementation, is in the risk management areas particularly. There is no risk management plan available. which of the following actions should the project manager take first?

- A. Brainstorm and identify risks.
- B. Increase the risk budget.
- C. Conduct a qualitative risk assessment.
- D. Create plans for conducting the risk management activities.

随着竞争的陡然加剧，一家知名公司的业务开始流失。公司聘请了一名项目经理分析情况并提供纠正措施建议。项目经理研究发现，项目实施过程尤其是风险管理方面存在着较大差距。没有可用的风险管理计划。项目经理首先应采取下列哪项行动？

- A. 头脑风暴并识别风险
- B. 增加风险预算
- C. 实施定性风险评估
- D. 制定风险管理活动实施计划

122、After the work breakdown structure is created, the project manager starts the Identify Risks Process using the brainstorming technique. During this process, some potential risks are raised. What should the project manager do?

- A. Change the project scope to avoid the risks.
- B. Accept the risks and include their expected value to the project budget.
- C. Define potential responses.
- D. Implement workarounds to avoid the risks.

工作分解结构建立后，项目经理通过头脑风暴法启动了识别风险过程。该过程指出了一些潜在的风险。项目经理应该怎么做？

- A. 更改项目范围以便回避风险
- B. 接受风险并将其预期值纳入项目预算
- C. 确定潜在响应
- D. 实施变通方案以回避风险

123、A project manager uses an internal search as method to help select a seller. Which process is involved?

- A. Plan Procurements
- B. Conduct Procurement
- C. Control Procurement
- D. Select Seller.

一位项目经理使用一个内部搜索方法来帮助选择卖方。以下哪一个过程被包括在内？

- A、规划采购
- B、实施采购
- C、控制采购
- D、选择卖方

124、The absence of a contingency plan could cause the project manager to do which of the following?

- A. Proactively manage unknown risks.
- B. Use a risk response matrix.
- C. Delay or postpone the decision to implement a remedy.
- D. Inform the customer about the impact.

若无应急计划，项目经理将会怎么做？

- A. 对未知风险进行主动管理
- B. 采用风险应对矩阵
- C. 推迟实施补救的决策
- D. 通知客户有关影响

125、A project manager discovers a defect in a deliverable due to the customer under contract today. The project manager knows the customer does not have the technical understanding to notice the defect. The deliverable meets the contract requirements, but it does not meet the project manager's quality standard. What should the project manager do in this situation?

- A. Issue the deliverable, and get formal acceptance from the customer.
- B. Note the problem in the lesson learned so future projects do not encounter the same problem.
- C. Discuss the issue with the customer.
- D. Inform the customer that the deliverable will be late.

项目经理在交付的成果上发现一个瑕疵。他知道客户由于对技术理解的欠缺不会发现这个问题的。交付的成果符合合同要求，但没满足项目经理的质量标准。在这种情况下，项目经理应该怎么办？

- A、提交该可交付成果，并获得客户的正式接受。
- B、在经验总结中记录该问题，避免后续的项目遇到同样的问题
- C、和客户一起讨论此问题
- D、告诉客户，提交可交付成果的日期将被延迟。

126、The sponsor asks the project manager to stop the project because the allocated budget is depleted. What should the project manager do next?

- A. Negotiate with vendors to finish the outstanding tasks.
- B. Prepare a final report to document project issues and deliverables.
- C. Update the project charter to reflect the end date.
- D. Prepare a change request to update the project scope.

项目发起人要求项目经理停止项目，因为分配的预算已经花完。项目经理接下来应该怎么做？

- A. 与供应商谈判，完成剩余任务
- B. 准备最终报告，记录项目问题和可交付成果
- C. 更新项目章程，并反映最终日期
- D. 准备变更请求，更新项目范围

127、You are a project manager for a US\$3,000,000 product development project. Your project is well into the executing process group and remains on time, on budget, and on specification. This morning your project sponsor called to express concern about the project. Based on the schedule baseline, the project should be nearing implementation, but the sponsor does not know the current status of the project, you remind the sponsor that your team produces a detailed status report weekly and distributes it via E-mail. The sponsor indicates that E-mail is too impersonal and verbal updates are preferred. This situation suggests problem with which of the following project management processes?

- A. Plan communications.
- B. Manage Communications.
- C. Report performance.
- D. Stakeholder management.

你是一个预算为 3,000,000 美元的产品开发项目的项目经理。项目处于执行阶段，进度、预算及规范均在计划内。今天早上，项目发起人给你打电话表达了他对项目的担心。根据进度基线，项目马上进入实施阶段，但发起人对项目的近况一点儿都不知情。你提醒发起人，团队成员每周都会制定详细的项目近况报告，并通过电子邮件分发出去。发起人指出，电子邮件个人针对性不强，他更希望口头汇报。以下哪一个过程出了问题？

- A、规划沟通
- B、管理沟通
- C、报告绩效
- D、干系人管理

128、The stakeholder is requesting a major change to the project scope. The change is of vital importance to the stakeholders. The project manager performs the necessary analysis of the large and finds that, because of the impact on project cost and schedule, it needs to go through the Changes Control Board(CCB). The CCB denies the change. What should the project manager do next?

- A. Implement the change despite the decision made by CCB, because the change is vital to the stakeholder and to the success of the project.

- B. Include the decision from the CCB in the change log, notify the stakeholders and the team of the situation.
- C. Recommend immediately that the project be stopped and new requirements gathering should be performed.
- D. Meet with the CCB members individually to influence them to change their decision.

干系人提交了有关项目范围的一次重大变更。该变更对于大多数干系人而言是特别重要的。项目经理经过大量的必要的分析后发现，因为该变更会对项目的成本和进度造成影响，所以遭到项目变更控制委员会的否决。项目经理接下来应该怎么做？

- A、不顾 CCB 建议，执行变更。因为变更对大多数干系人而言是重要的，并能给项目带来成功
- B、把 CCB 的建议包含在变更日志中，并将情况通知干系人和项目团队
- C、建议立即停止项目，并履行收集新的需求
- D、单独会见 CCB 成员，并影响他们改变决定

129、In a deployment project occurred after the change, the project manager assesses the impact of the delay completion of the project. After making changes to the document, submitted to the organization of the Change Control Board and approved by the Committee. After the project is completed, the sales team to convey customer complaints of delay in the delivery of another product, the product depends on the deployment project. What could be done differently to avoid this situation?

- A. Update to the deployment team's schedule following the change.
- B. Risk mitigation activities to reduce the change's impact to the schedule.
- C. Stakeholder involvement in the change control board.
- D. Communication of the changed timeline to project stakeholders.

在某个部署项目发生变更之后，项目经理评估导致延迟项目完工的影响。制作变更文件，提交到组织的变更控制委员会，并获得该委员会的批准。项目完成后，销售团队转达了客户对另一个产品延期交付的投诉，该产品依赖于这个部署项目。为了避免这种情况，项目经理解决这种情况的不同做法是什么？

- A、变更之后，更新到部署团队的进度表
- B、实施风险减轻活动以减少变更对进度的影响
- C、干系人参与变更控制委员会
- D、项目干系人沟通变更的工期

130、Two months into a design project, the customer requested a modification to the product. The change was made without notifying the project manager. During the final testing phase, results were different than what was planned for. This scenario is BEST thought of as an example of which of the following?

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

一个设计项目经历了两个月后，客户要求修改产品。项目经理对此事并不知情。在最终测试阶段，测试结果和计划规定的不符。这是以下哪个选项的例子？

- A、范围控制的较差
- B、未遵循沟通管理计划
- C、质量管理计划规划的不到位
- D、对测试计划的定义规定不足。

131、A project manager completes the project scope statement. In addition to the organizational policies that will impact the project. What should the project manager do next?

- A. Create a work breakdown structure
- B. Define project deliverables
- C. Develop a communications
- D. Create a project charter

项目经理完成了项目范围说明书。除了将会影响项目的组织政策以外，项目经理下一步应该做什么？

- A. 创建工作分解结构
- B. 定义项目可交付成果

- C. 制定沟通计划
- D. 创建项目章程

132、The project manager determines that the design effort is behind schedule and over budget due to scope creep. This is a result of which of the following?

- A. Excessive float.
- B. Ambiguous management plan.
- C. Circumvented change control process.
- D. Funding restrictions.

项目经理确定，由于范围蔓延，设计工作落后于进度并超出预算。这属于下列哪一项导致的结果？

- A. 过分浮动
- B. 不确定的管理计划
- C. 未执行变更控制过程
- D. 资金限制

133、A project manager is working on a major new product development project when a risk occurs that does not have a risk response plan .What should the project manager do?

- A. Hold a risk reassessment and plan a workaround.
- B. Inform management and communicate the new to the team.
- C. Communicate the planned response to the stakeholder.
- D. Use some of the reserves to accommodate the risk.

项目经理负责的新产品开发项目发生了一项风险，在这项风险之前没有制定应对计划。项目经理应该怎么做？

- A、进行风险评估，并制定权变措施。
- B、将新风险通知给管理层。
- C、和干系人商谈应对计划。
- D、动用一些储备。

134、A project is in the execution phase. What could the project manager do to reduce the threats in the project?

- A. Update the risk management plan.

- B. Implement actions to mitigate the project risk.
- C. Perform a Monte Carlo analysis and identify the impact.
- D. Report the risk factors to the project owner and ask for decisions.

项目处于执行阶段。若要减少项目中的威胁,项目经理应该怎么做?

- A. 更新风险管理计划
- B. 实施行动减轻项目风险
- C. 执行蒙特卡洛分析, 并确定影响
- D. 将风险因素报告给项目责任人, 并征求决策

135、The company will determine the cost for a project in progress restrict an element, but when the project carries on half of the time, cost affects the progress of the project. To restore the progress of the project, the project manager should use:

- A. Critical path method
- B. Fast tracking
- C. Crashing
- D. Resource leveling

公司将成本确定为一个进展中的项目制约因素, 可是当项目进行到一半的时候, 成本投入影响到了项目的进度。若要恢复项目进度, 项目经理应使用:

- A、关键路径法
- B、快速跟进
- C、赶工
- D、资源平衡

136、Which of the activity durations should be crashed to reduce the project duration by one day with minimum incremental cost?

Activity	Precedence	Normal Duration	Crashed Duration	Normal Cost	Crashed Cost
A	4	2	5000	5600
B	A	6	4	6000	6400
C	A	8	7	10000	10300
D	B	3	2	3000	3500
E	C、D	2	1	6000	7500

- A、Activity A
- B、Activity B
- C、Activity C
- D、Activity D

若要在增加最少成本的情况下，减少一天的项目持续时间，应该对下列哪一项进行赶工？

活动	紧前工作	正常持续时间	赶工持续时间	正常成本	赶工成本
A	4	2	5000	5600
B	A	6	4	6000	6400
C	A	8	7	10000	10300
D	B	3	2	3000	3500
E	C、D	2	1	6000	7500

- A、活动 A
- B、活动 B
- C、活动 C
- D、活动 D

137、At the end of a project, what will your schedule variance be equal to?

- A. Zero
- B. Five
- C. One
- D. Hundred

当项目结束时，进度偏差等于什么？

- A、零
- B、5
- C、1
- D、100

138、During the project is executing, a project manager from the information systems department is trying to complete the project, yet is constantly faced with interference from the manager of the engineering department. The engineering department keeps changing the resources assigned to the project team and their availability. What type of matrix does this represent now?

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

在项目执行期间，来自信息部门的项目经理负责完成项目，但工程部门的经理经常干涉项目。工程部门经理经常改变放在项目上的资源。此项目现在处于哪种组织结构中？

- A、强矩阵
- B、弱矩阵
- C、职能矩阵
- D、紧密矩阵

139、After key stakeholders are identified what should be used to identify other stakeholders?

- A. Ask the sponsor for all stakeholders
- B. Review the requirements specifications
- C. Review the company's organizational chart
- D. Interview each stakeholder

关键干系人被识别完后，项目经理应如何识别其他干系人？

- A、向发起人询问所有干系人
- B、审核需求规范
- C、查询公司的组织图
- D、访问每个干系人

140、In a project which uses local resources, the organization made some necessary adjustments to the budget and goals, which led to reduction in duration of the project and cost of non-local resources. The project manager decides to increase resources and budget. Which of the following should the project manager take?

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

一个采用本地资源的某项目，组织对当前成本预算和目标作了一些必要的调整，这导致项目期间的非本地资源成本降低，项目经理决定在预算内增加资源。项目经理采用了何种战略？

- A、共享
- B、增强
- C、接受
- D、开拓

141、During user acceptance testing for the project deliverables, the customer finds one key function was not identified. What should the project manager review next with the customer?

- A. Responsibility assignment matrix
- B. Requirements traceability matrices
- C. Quality management plan
- D. Project scope statement

在用户对项目可交付成果开展验收测试时，客户发现其中一个关键功能没有定义。项目经理应该与客户审查哪一项？

- A、职责分配矩阵
- B、需求追溯矩阵
- C、质量管理计划
- D、项目范围说明书

142、A project manager is reviewing the list of opportunities that could impact project goals. What is considered valid project strategies to respond to an uncertain event?

- A. Share, mitigate and assign.
- B. Avoid, cost review and transfer
- C. Exploit, enhance and passive acceptance.
- D. Mitigate, threat review and insurance.

项目经理正在审查可影响项目目标的机会列表。下列哪些属于项目对不确定性事件的有效确认战略？

- A. 分摊、缓解和指派
- B. 避免、成本审查和转移
- C. 开拓、提高和消极接受
- D. 化解、威胁审查和保险

143、A project manager discovers several minor changes were made to the product. Although these changes are minimal they were not documented in the change control log or approved by the client. What should the project manager do to ensure that similar changes are properly managed in the project?

- A. Determine the costs associated with the changes and bill the client for the additional work.
- B. Inform the client that the schedule has changed and ask for more resources.
- C. Log the changes in the change control log and review the potential impact.
- D. Review the change control process with staff and client.

项目经理发现对产品进行了多项细微变更。虽然这些变更很细微，但没有在变更控制日志中被记录，也未获得客户的批准。若要确保类似的变更在项目能得到正确的管理，项目经理应该：

- A、确定与变更有关的成本，并向客户提供额外工作的账单
- B、告知客户进度已经发生变化，并要求更多资源
- C、在变更控制日志中记录变更，并审查潜在影响
- D、与员工和客户审查变更控制流程

144、In an ongoing project, the project sponsor and a manager of the performing organization have conflicts. What would be your comment on this situation?

- A. The project manager needs to step in and handle stakeholder expectations. Stakeholders may have different objectives and interests in a project.
- B. The project manager needs to step in and handle stakeholder expectations. All stakeholders are supposed to have the same objectives and interests in a project.
- C. The project manager will resolve in favor of the project sponsor since he is providing the funds for the project.
- D. He project manager will resolve in favor of the manager of the performing organization since they are executing the project and need to be kept in good performance.

在正在实施的项目里，执行组织的项目发起人和项目经理发生冲突。您将对此种形式给出什么建议？

- A、项目经理需要介入和处理项目干系人期望，项目干系人对项目可以有不同的目标和利益
- B、项目经理需要介入和处理项目干系人期望，所有干系人被假设多项目有相同的目标和利益

- C、项目经理将要解决项目发起人的关注，因为发起人正在给项目提供资金
- D、项目经理将要解决执行组织经理的关注，因为他们正在实施这个项目并需要保持良好的绩效

145、On the status meeting, the project manager notices that the project overruns the budget. The project manager thought that the issue should have been discovered earlier. Then, what could have helped to identify this situation earlier?

- A. Prepare a well-defined project charter prior to starting the project
- B. Use the Delphi technique to specifically identify cost-related risk
- C. Use a cost management plan as part of monitoring and controlling process
- D. Calculate the schedule variance on a regular basis

在状态会议上，项目经理注意到项目超出预算。项目经理觉得应该早点发现这个问题。那么请问，什么才能有助于提前发现这种情况？

- A、项目开始之前，编制一份定义明确的项目章程
- B、使用德尔菲技术，专门识别与成本有关的风险
- C、在监控流程中使用成本管理计划
- D、定期计算进度偏差

146、A team member determines that the scope for the activity is no longer valid. She comes to you for advice on making the change. To which of the following documents should the project manager refer to make this change?

- A. The project management information system.
- B. The scope management plan.
- C. The cost management plan.
- D. The work authorization system.

团队成员认为她所工作的活动范围不再适用，找你寻求关于进行变更的建议。项目经理应该参考以下哪一份文件？

- A、项目管理信息系统
- B、范围管理计划
- C、成本管理计划
- D、工作授权系统

147、A project manager for a large manufacturing concern is working on a project that calls for a building to be constructed to house a new clean system manufacturing process that is critical to the success of the project. Construction is not a core competency of his company. His team has the ability to create a detailed procurement statement of work, with penalties if specific statements of work deliverables are not met. He is in the Plan Procurements process, evaluating which contract would work the best. Which of the following is the BEST type of contract for this situation?

- A. Fixed price(FP)
- B. Cost plus fixed fee(CPFF).
- C. Cost plus incentive fee(CPIF).
- D. Time and Material(T&M).

项目经理目前正在考虑建造一个配置新空调系统的工厂。由于建筑并非该公司的强项，他们决定将该工作外包。项目经理的团队有能力编写详细的 SOW，其中还包括由于无法达成某种条件而设计的惩罚条款。你认为最合适的合同类型是：

- A、固定总价合同（FP）
- B、成本加固定费用合同（CPFF）
- C、成本加激励费用合同（CPIF）
- D、工料合同（T&M）

148、Within an organization, office politics have negatively impacted previous projects, consuming large amounts of stakeholder time. What should the project manager do at the start of the project to ensure the politics do not affect the current project?

- A. Seek sponsorship from senior management.
- B. Recommend a new project manager with proven capabilities in dealing with politics.
- C. Hire a third party project manager to avoid the politics inside the organization.
- D. Let the stakeholders select the right project manager for the project.

某组织内的办公室政治曾对之前的项目造成负面影响，并因此占用了利害关系者的大量时间。为了防止办公室政治影响当前项目，项目经理在开始时应该怎么做？

- A、向高级管理层寻求赞助。

- B、推荐一个具有实际能力的新项目经理。
- C、聘请一名第三方项目经理，以避免组织内政治。
- D、让利害关系者为项目选择合适的项目经理。

149、A new accounting system is being implemented. Customer requests change on the report format .According to the lead engineer, it is simple enough, and the project manager decided immediate implementation of the change. However, in next account report, the accounting staff complains that of important information which is in previous report is no longer part of the new report. What should the project manager do to avoid this situation?

- A. Request the change to be assessed by the change control board.
- B. Involve the accounting manager in change testing.
- C. Reject to make any change without discussion.
- D. Create a plan to cancel the change.

一个新的会计体系正被执行，客户要求对其中一份报告进行格式变更。根据项目总工程师所言，变更足够简单，且项目经理要求立即变更。然而，在发放月报时，会计人员抱怨说之前在报告中的重要信息已经不再体现在新的报告中。若要避免这种情况，项目经理应该怎么做？

- A、要求变更控制委员会评估变更
- B、让会计经理参与变更测试
- C、拒绝在未作讨论的情况下变更
- D、制定一份计划来撤销变更

150、During the project, many change requests are submitted. Two specific change requests are approval. What should the project manager do next?

- A. Immediately inform the team members working on the affected activities.
- B. Update affected elements in the project management plan.
- C. Evaluate the impact of the change requests.
- D. Update the project schedule.

在项目期间，提交了许多变更请求。有两项特定的变更请求获得批准。项目经理接下来应该怎么做？

- A. 立即通知团队成员着手于受影响的活动
- B. 更新项目管理计划中受影响的部分
- C. 评估变更请求的影响
- D. 更新项目进度

151、During the project execution phase, a project manager realizes there is a change between one of the new components and one of the existing products. The manager reschedules the installation of the new component to provide enough time to response the negative impacts. The project manager used which strategy?

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

在项目执行阶段，项目经理意识到一个新部件与一个旧产品的变化。项目经理为新部件的安装重订进度计划，以提供足够的时间来应对负面的影响。项目经理使用的是哪一种策略？

- A、规避
- B、接受
- C、分享
- D、减轻

152、Team member A wants to leave the team, complaining about team member B's personality. What should the project manager do?

- A. Talk with both team members separately to understand the facts about their current relationship.
- B. Apprise team member A that team member B will be removed from the project.
- C. Address the conflict in a team meeting and facilitate a resolution.
- D. Ask the team members to try to work together until the end of the project.

团队成员 A 希望离开团队，不断抱怨团队成员 B 的个性。项目经理应该怎么做？

- A. 与两名团队成员分别谈话，了解他们当前关系的真实情况。
- B. 告知团队成员 A 会把团队成员 B 从项目中开除。
- C. 解决团队成员之间的冲突，并促进解决方案。
- D. 让团队成员尝试合作到项目结束为止。

153、The steering committee makes a minor change to the project scope without negotiating with the

project manager. What should the project manager do first?

- A. Negotiate to implement the change in the next phase.
- B. Modify the project plan to include this minor change.
- C. Determine the impact from the change in project.
- D. Treat this as a risk and implement risk response strategy.

指导委员会在没有与项目经理磋商的情况下，对项目范围进行了细微变更。项目经理首先应该怎么做？

- A、磋商并在项目下一个阶段执行变更
- B、修改项目计划以包含这个细微变更
- C、确定项目范围变更的影响
- D、将其视为风险，并执行风险响应策略

154、Your company has an emergency and needs contracted work done as soon as possible. Under these circumstance, which of the following would be the MOST helpful to add to the contract?

- A. A clear scope of work.
- B. Requirements about which subcontractors can be used.
- C. Incentives.
- D. A force majeure clause.

你公司遇到紧急情况，需要尽快把工作外包，把下面哪一条加入合同中会对你有帮助？

- A、明确的工作说明
- B、关于如何选择分包商的要求
- C、激励机制
- D、不可抗力条款

155、Customer requirements to complete an additional function, the project is completed successfully. This function is not within the scope of the project, and the project team did not know about this. What must be done to successfully complete the project ?

- A. Rejected change requests, and continue to perform the project.
- B. Adjust the project's scope, and continue to perform the project.

- C. Submit change request to the change control board.
- D. Adjust the budget and continue to perform the project .

客户要求完成一项额外功能，项目才算成功完成。这个功能不在项目范围之内，且项目团队对此并不知道。若要成功完成项目，必须完成什么？

- A、拒绝变更请求，并继续执行项目
- B、调整范围，并继续执行项目
- C、向变更控制委员会提交变更请求
- D、调整预算并继续执行项目

156、During a team meeting, a team member asks about the measurements that will be used on the project to judge performance. The team feels that some of the measures related to activities assigned to him are not valid measurements. The project is best considered in what part of the project management process?

- A. Closing.
- B. Monitoring and controlling.
- C. Executing.
- D. Initiating.

在一次团体会议上，一名团队成员索要将用于评估项目绩效的测量标准。这位团队成员认为有些测量标准不符合他所从事的活动。此时，项目处于哪个管理过程组？

- A、收尾
- B、监控
- C、执行
- D、启动

157、A company establishes a project management office, It directly manages many projects. The company's PMO defines a specific and organizational structure as the standard across the company. This organization have full-time project managers with a moderate to high level of authority, including can control the project's budget, and a full-time administrative staff. What organizational structure has this PMO prescribed?

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

某公司建立了一个项目管理办公室（PMO），它直接管理着许多项目。公司的 PMO 定义一个具体的项目组织结构，并批准在全公司范围内执行。该组织拥有全职项目经理，并具有由中到大的职权，同时包括可以控制的项目预算，以及全职的管理人员。该 PMO 规定了一个什么样的组织结构？

- A、强矩阵
- B、弱矩阵
- C、项目型
- D、职能型

158、What option is helpful for a project manager to estimate overall resource needs. If the individual project component requirements are not fully known?

- A. Expert Judgment
- B. Alternatives analysis.
- C. Bottom-up estimating.
- D. Published estimating data.

如果对单个的项目组成没有完全了解，以下哪一个选项对项目经理估算整体资源需求最有帮助？

- A、专家判断
- B、替代分析
- C、自下而上估算
- D、公布的估算数据

159、When training new project team members, you were asked what should be done during scope verification, your answer should be:

- A. Validate product correctness.
- B. Create WBS.
- C. Inspection.
- D. Performance measurement.

在培训新的项目团队成员时，项目团队成员问你确认范围应该怎么做，你的回答是：

- A、确认产品的正确性。
- B、创建 WBS。
- C、检查。
- D、绩效测量。

160、A new project manager discovers that project B's scope and schedule of project from the previous project manager A draft. Key stakeholders don't know this is included in the range of B in the process of establishing the project. These stakeholders are assigned to project A, nine months later in the project B's work. The schedule has critical activities and deliverables to next 14 months. A status meeting with all stakeholders is held in the ninth month. Assuming that this is a budget constrained project, what should the new project manager do?

- A. Meet with available project A's stakeholders. Obtain to fast track projects A ,in order to complete the project in eight months and within budget.
- B. Assess impacts on project B and compare with incurred after eight months, if the project starts now, and sponsor met to discuss the situation.

C. Negotiate with project A's project manager to stakeholders can finalize project B's scope. Then schedule project A before working project B.

D. Create a risk register for project B, including lack of full stakeholders beginning of project as a major risk. Then proceed with the existing scope schedule.

一名新项目经理发现项目 B 的项目范围和项目进度表是由前一个项目经理 A 草拟的。关键干系人并不知道这包含在项目 B 范围制定过程中。这些关键干系人被分配到项目 A，以后八个月都在项目 B 中工作。未来 14 个月内，进度表中要发生一些关键干系人的活动和可交付成果，计划在第九个月安排一次由于干系人参加的状态会议。假设这是一个有预算限制的项目，新项目经理应该怎么做？

A、与项目 A 中有关的干系人会面。获得批准以快速跟进项目 A，在八个月内按预算完成项目。

B、比较现在开始项目但八个月后可能会发生的返工成本以评估对项目 B 的影响。之后，与发起人会面讨论该情况

C、与新项目经理协商，将项目 A 延迟两周，让干系人可以实现项目 B 的范围。然后在开始对项目 B 的工作之前，安排项目 A 的进度。

D、为项目 B 创建一个风险登记册，确定把项目 A 开始时缺乏全部干系人参与作为一个主要风险，然后按现有范围和进度表继续项目。

161、While conducting a project audit, the program manager finds all the items in the issue log are owned by the project manager. Is this acceptable?

A、No, the project manager cannot be the owner of issues and their resolution.

B、Yes, it is required that all issues have an assigned owner.

C、Yes, the project manager must be the owner of all issues and their

D、No, the project team must be the responsible owner of all issues

项目群经理在实施项目审计时，发现问题日志中各项均为项目经理所有。这可以接受吗？

A、不可接受；项目经理不得作为问题及其解决方案的所有者

B、可接受；根据要求，所有问题均有指定的所有者

C、可接受；项目经理必须是所有问题及其解决方案的所有者

D、不可接受；项目团队必须是所有问题及其解决方案负责人

162、A large project is underway when one of the team members reviews the project status report. He sees that the project is currently running late. As he looks at the report further, he notices that the delay will cause one of his activities to be scheduled during a time he will be out of the country and cannot work on the activity. This is of great concern because he is very committed to the project being successful and he does not want to be the cause of the project being further delayed. What is the BEST THING for him to do?

- A. Contact the project manager immediately to provide the project manager with his schedule.
- B. Include the information in his next report.
- C. Request that the issue be added to the project issue log.
- D. Recommend preventive action.

某个大型项目正在进行中，一名团队成员回顾项目状态报告时，发现项目现在已经拖延了。根据他的分析，拖延势必会导致他在出国之前无法正常完成项目活动。这种情况很严重，因为他对项目的成功做出了承诺，所以他不希望项目未来会被进一步的拖延。下面哪一项是他最佳的选择？

- A、立即联系项目经理，并把他的进度表提供给项目经理。
- B、在其下一次的报告中包括这些信息。
- C、将此问题追加到项目问题日志中。
- D、推荐预防措施。

163、A company wants to be the industry global market leader and starts a project to develop a new product implementing an innovative technology. What should the company's project initiator complete first?

- A. Project statement of work.
- B. Project plan.

C. Product specification.

D. Procurement plan.

一家公司欲成为全球市场行业领军企业。启动一个项目来研发实施了创新技术的新产品。公司的项目发起人首先应该完成下列哪一项？

- A、项目工作说明书
- B、项目计划
- C、产品规格书
- D、采购计划

164、A new produce development project is in its closing phrase .During production, unplanned redesigning and retesting was necessary. The project manager realizes that this happened because manufacturing engineers were not included in the planning and design process.

- A. Enhance individual competence
- B. Document a new lesson learned
- C. Perform a quality audit
- D. Update risk register

目前一个新产品开发项目处于项目收尾阶段。在生产过程中，需要计划之外的重新设计和重新测试。项目经理认识到由于制造工程师没有参与设计和计划过程才会导致这种情况。项目经理下一步应采取什么措施？

- A、增加个人能力
- B、记录一项新的经验教训
- C、执行质量审计
- D、更新风险登记册

165、A change request is submitted by the customer, and change control board approval. How should the change be implemented?

- A. At the end of the execution phase to avoid interference with the project
- B. Directly after project deployment in a post-project release
- C. According to the details in the change control process
- D. Based on the revised work breakdown structure

客户提交了一份变更请求，并得到变更控制委员会的批准。该变更应如何被执行？

- A、在执行阶段结束时执行，避免与项目计划发生冲突
- B、在项目部署完后，直接以后项目发布执行
- C、根据变更控制流程的详细情况执行
- D、在修订的工作分解结构基础上执行

166、The project team completes the plan for a project with limited time and budget constraints. What is the next step for the project manager?

- A. Distribute the plan to all stakeholders for feedback and approval
- B. Acquire the project team while awaiting final approval of the plan
- C. Obtain final approval on the plan from the project sponsor as soon as possible
- D. Present the plan to key stakeholders for feedback and approval within a specific time period

项目团队完成了一项时间有限，预算有限的项目计划。项目经理下一步应该怎么做？

- A、将计划分发给所有干系人，获得反馈和批准
- B、在等待计划最终批准的同时，组建项目团队
- C、尽快获得项目发起人对计划的最终批准
- D、向关键干系人提出计划并在特定时间期限内获得反馈和批准

167、The portfolio steering committee finds a project is poorly planned and immediately wants it terminated. The project manager is asked to initiate the project closure. What should the project manager do?

- A. Initiate the risk response plan and immediately start to close project.
- B. Submit a change request at once, and effort to convince management to the closure risk
- C. Notice to project team to get everything ready, verify scope well, prepare to deliverable acceptance.
- D. Analyze the causes and impacts of terminating the project, until find the best way to close project.

项目组合指导委员会发现一个项目的计划很差并希望立即终止这个项目。项目经理被要求启动项目收尾。项目经理应该怎么做？

- A、启动风险响应计划，立即开始项目收尾
- B、应该立即提交变更请求，努力说服管理层此时收尾的风险
- C、通知项目管理团队做好一切准备，核实好范围，准备可交付成果的验收
- D、分析终止项目收尾的原因以及影响，直到找到最好的收尾办法

168、A project team must execute the project remotely. Project requirements are subject to frequent change. What should the project manager do next?

- A. Assess the priority of risks
- B. Assess the impact of risks
- C. Document the risks
- D. Perform expert judgment

项目团队必须远程执行项目。项目需求经常发生变化。项目经理接下来应该怎么做？

- A、评估风险优先级
- B、评估风险影响
- C、记录风险
- D、进行专家判断

169、At the beginning of a project, the project manager holds a risk workshop with the project team and the key customer stakeholders. After the workshop, they produced a matrix with several risk, their probabilities, and impacts for the project. What type of risk analysis was performed in the workshop?

- A. Qualitative risk analysis
- B. Quantitative risk analysis
- C. Categorization risk analysis
- D. Delphi technique risk analysis

项目开始时，项目经理召开了一次由项目团队和关键客户干系人参加的风险专题会。专题会上，他们制作了一个由多个风险及其发生概率和对项目的影响组成的矩阵。这是在专题会上执行了什么类型的风险分析？

- A、定性风险分析
- B、定量风险分析
- C、分类风险分析
- D、德尔菲技术风险分析

170、The process of implementing a risk response plan involves which of the following?

- A. Monitoring effectiveness of plan.
- B. Decrease probability and impact assessment.
- C. Perform qualitative risk analysis.
- D. Perform quantitative risk analysis.

风险应对计划实施过程中涉及以下哪一项？

- A、 监控计划的有效性
- B、 减少风险概率和影响评估
- C、 实施风险定性分析
- D、 实施风险定量分析

171、 The project manager identifies a new project. The project manager transferred the project risks to different contractors. During the review of projects status the project manager found the contracts for projects were not closed properly. Avoid to the issue, What should the project manager review?

- A. Project Management System.
- B. Project Management Plan.
- C. Procurement Management Plan.
- D. Procurement Statements of Work.

项目经理识别了一个新项目。项目经理把项目风险转移给了几个不同的承包商。在审核该项目组织的状态时，项目经理发现为项目工作的合同并没有真正关闭。为了避免项目出现问题，项目经理应该审核以下哪一份文件？

- A、 项目管理系统
- B、 项目管理计划
- C、 采购管理计划
- D、 采购工作说明书

172、 An international company is looking to expand its organization. Part of the expansion plan includes establishing a series of branch offices in selected geographically place. The project charter has been drafted by the sponsor, who is now seeking the project manager's

help, and finally determine the content of the project. Below is an exception of the current version of the charter.

Project charter except :

Overall Purpose: Expand the company's presence in growing markets and offer more local access to private customers.

Objectives:

1. Establish a number of branch offices.
2. Increase the number of private customers.
3. Offer a range of services.
4. High level risks.
5. Limited knowledge of local conditions, rules and regulations.
6. A rapidly developing unstable market.
7. Large number of competitors looking at the same opportunities.

What should be further improved in the project charter to increase the changes of a successful?

- A. Improve the project's purpose to clarify the overall goal.
- B. Improve the risks by developing a set of clear risk response.
- C. Improve the objectives and add a definitive measure to each of them.
- D. Leave the charter and start converting this into a project management plan.

某国际公司希望扩张其组织。其扩张计划的其中一部分包括在选定地理位置建立一系列分支机构，项目发起人已经草拟了项目章程，现在正在寻求项目经理的帮助，最终确定项目章程的内容。以下是有关项目章程的摘录：

总体目的：扩大公司在成长市场的影响力，向私人客户提供更多的本地接入服务。

目标：1、建立多个分支机构；2、增加私人客户的数量；3、提供一系列服务；4、高层次风险；5、对当地条件、规则和法规的认识有限；6、快速发展的不稳定市场；7、竞争对手都在关注相同的机会。

为了增加成功完成和验收的几率，还应该进一步完善项目章程的哪些内容？

- A、完善项目目的，说明总体目标。
- B、过制定一套明确的风险响应策略，完善风险计划
- C、完善目标，对每个目标添加确定的衡量措施。
- D、将项目章程保留原样，开始将章程转换成项目管理计划。

173、If you are developing a Project Management Plan, how should you determine the level of detail to be included in the plan?

- A. Always only provide a summary or high level plan
- B. Include only the details your manager specifically requested
- C. Always provide the maximum level of detail possible
- D. Provide the level of detail based on the project complexity and application area

如果您正在制定一个项目管理计划，您应该如何决定包含在计划里的细节层次？

- A、只要提供一分汇总的或者高层次的计划
- B、只包括你的经理特别要求的细节
- C、总是提供可能的最大细节层次
- D、根据项目的复杂程度和应用领域决定所提供的细节层次

174、The project has finally completed, however, the project was delayed, causing cost overruns at the end of project. What should the project manager do in this case?

- A. Record the circumstances as lessons learned.
- B. Concentrate on archiving the financial records for this project.
- C. Collect all the work of the project and compare the results to the project scope.
- D. Record the circumstances surrounding project completion during the scope validate process.

项目最终完工了，但是却延期了，导致项目结束时成本超支。在这种情况下，项目经理应该怎么做？

- A、将此情况记录为经验教训。
- B、将此情况集中在存档该项目的财务记录上。
- C、收集整理项目所有工作,并将结果与项目范围相比较。
- D、在确认范围过程记录项目完成的相关情况。

175、The client requests that the new product go to market as soon as possible. The client requests project manager to compress the project schedule further. What should the project manager do next?

- A. Advise the client that the schedule cannot be changed
- B. Ask the client to submit a change request
- C. Review the critical path and inform the team of the new schedule
- D. Negotiate to change the scope and condense the schedule

客户要求一个新产品尽快推向市场。客户要求项目经理进一步压缩进度，项目经理接下来做什么？

- A、告知客户进度无法改变
- B、要求客户提交变更请求
- C、审查关键路径，并通知团队新的进度
- D、协商变更范围，并压缩进度

176、A project is in the closure phase. Sponsors and customers provide final acceptance of the project deliverables, confirming that the project scope and objectives are met. What should the project manager do prior to obtaining the financial, legal, and administrative closure?

- A. Distribute the final project report to provide the final project status to all stakeholders.
- B. Communicate project status to stakeholders for their feedback.
- C. Compile lessons learned and update the organization's knowledge base.
- D. Transfer the ownership of deliverables to the assigned stakeholders to facilitate project closure.

一个项目处于收尾阶段，项目发起人和客户最终验收了项目可交付成果，确认已经满足了项目的目标。在获得财务、法律和行政收尾之前，项目经理应该做什么？

- A. 向所有干系人分发最终项目报告，提供项目的最终状态。
- B. 与干系人沟通项目状态，获得他们的反馈。
- C. 总结经验教训，并更新组织的知识库。

D. 将可交付成果的所有权转移给指定的干系人，推动项目收尾。

177、At the risk review meetings, the project team identifies preventive actions which will decrease the risk for the project. What should the project manager reference to implement these actions?

- A. Change Management Plan.
- B. Risk Response Strategies.
- C. Risk Management Plan.
- D. Quality management Plan.

在风险评审会议上，项目团队确定了将会减少项目风险的预防措施。项目经理应该查阅下列哪份文件来实施这些措施？

- A、变更管理计划
- B、风险应对策略
- C、风险管理计划
- D、质量管理计划

178、Towards the end of a large infrastructure project the tension rises, and in the conferences, it occurs more frequently. This affects the productivity of the team. The focus of their attention is not to complete the scope of project. To restore order the project manager fired two members. What kind of conflict resolution strategy does the project manager use?

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

一个大型的基础设施项目快要结束时，紧张状态上升。团队成员之间越来越经常发生冲突。这影响到了工作的正常开展，此时他们关注的重点不再是完成工作范围。为了恢复秩序，项目经理开除了两名团队成员。请问，这是运用哪一种解决冲突的策略？

- A、缓解
- B、妥协
- C、强制
- D、合作

179、The team finalized the first phase. Which of the following should the project manager first do?

- A. Celebrate success and recognize the
- B. Conduct an after-action review to capture lessons learned
- C. Revise the schedule baseline to reflect the first phase completion
- D. Send the first invoice to the customer.

团队完成了第一阶段。项目经理首先应该执行下列哪一项工作？

- A、庆祝项目并认可团队
- B、开展行动后评审，收集经验教训
- C、重订进度基准，反映第一阶段的完工
- D、向客户发送第一张项目发票

180、Which of the following statements is related to the Conduct Procurements Process?

- A. The process of obtaining seller responses, selecting a seller, and awarding a contract
- B. The process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers.
- C. The process of completing each project procurement.
- D. The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as needed.

下列哪一项与实施采购过程有关？

- A. 获取卖方答复，选择卖方并授予合同的过程
- B. 制定项目购买决议，确定方法和识别潜在卖方的过程
- C. 完成每个项目采购的过程
- D. 管理采购关系，监督合同履行以及做出所需变更和更正的过程

181、A project manager solicits bids for a contract from a construction company. The company requests more details about what is to be done, when, and by whom. What document should the project manager provide to the supplier?

- A. Procurement statement of work
- B. Project charter
- C. Project management plan
- D. Procurement management plan

项目经理向一家施工公司招标。该公司要求获得有关做什么、什么时候做以及由谁做等详细内容。项目经理应该向供应商提供下列哪一份文件？

- A. 采购工作说明书
- B. 项目章程
- C. 项目管理计划
- D. 采购管理计划

182、A project manager is working with the sponsor on a project charter for a new, complex, multiphase project, in which process group does the project manager begin documenting and reviewing the lessons learned?

- A. Planning Process Group.
- B. Executing Process Group
- C. Closing Process Group
- D. Initiating Process Group

项目经理与赞助人针对一项新的多阶段复杂项目，共同制定项目章程。项目经理从哪一过程组开始记录并审查经验教训文件？

- A. 启动过程组
- B. 规划过程组
- C. 执行过程组
- D. 收尾过程组

183、During the execution phase of a multiyear project, the project manager discovers one of the assigned resource will not be available due to scheduling conflicts. After reviewing the human resource management plan, the project manager finds an alternative resource to meet the project needs. What process is the project manager performing?

- A. Acquire Project Team

- B. Develop Project Team
- C. Manage Project Team
- D. Develop Human Resource Plan

在某历时几年的项目的实施阶段，项目经理发现已指派资源之一将因日程冲突而不可得。项目经理在查阅人力资源管理计划后，发现了一个可满足项目要求的替代资源。项目经理执行的是哪一过程？

- A. 组建项目团队
- B. 建设项目团队
- C. 管理项目团队
- D. 制定人力资源计划

184、During the execution of the project, a project manager realizes that the team is not performing as well as they should. The team is not communicating well and team members are working independently. What should the project manager do?

- A. Meet with the line managers and the project team to discuss the situation.
- B. Consider replacing some of the project team members.
- C. Have an informal discussion with the entire project team.
- D. Ask for funds to conduct a team-building exercise.

执行项目期间，项目经理认识到团队的表现不够出色。团队沟通不良，团队成员都独立工作。项目经理应该怎么做？

- A. 与一线经理和项目团队开会，讨论这种情况
- B. 考虑更换某些项目团队成员
- C. 与整个项目团队进行非正式谈话
- D. 请求资金，开展团队建设训练

185、A project requests specific resources for multiple tasks on the critical path. The resource are sufficient for the duration of the entities project, but are not sufficient from time-to-time in a given month. What technique should the project manager apply to delay non-critical tasks with minimal risk?

- A. Resource Leveling.
- B. Crashing.
- C. Resource-constrained schedule.
- D. Fast tracking.

某项目要求关键路径上有多个任务的特定资源。整个项目工期的资源是充足的，但是在某个特定月份下，资源又显得不够充足。项目经理应用哪种技术在风险最低的情况下延迟非关键任务？

- A、资源平衡
- B、赶工
- C、资源制约的进度表
- D、快速跟进

186、A project manager is initiating a new project. What is the main reason for identify stakeholders?

- A. Identify costs and plan a budget.
- B. Understand expectations and maximize positive influence.
- C. Plan communications and collect requirements.
- D. Plan quality and identify risks.

项目经理正在启动一个新项目.识别所有干系人的主要原因是什么？

- A. 识别成本并计划预算
- B. 了解预期期望，并将正面影响最大化
- C. 计划沟通和收集需求
- D. 计划质量和识别风险

187、The project is in the execution phase. The cost performance index is 1.2 and the schedule performance index is 0.8.What is the best description of the project's actual situation?

- A、Over budget and ahead of schedule.
- B、Under budget and ahead of schedule.
- C、Under budget and behind of schedule.
- D、Over budget and behind of schedule.

项目处于执行阶段，成本绩效指数为 1.2，进度绩效指数为 0.8。下列哪一项最恰当地描述了项目的实际情况？

- A. 超出预算但提前于进度
- B. 未超出预算并超前于进度
- C. 未超出预算但落后于进度
- D. 超出预算并落后于进度

188、The project manager encounters a challenge to the budget. At the beginning of the project, they obtain budget approval of US\$1 million broken down as follows:

US\$200,000 for material expense.

US\$100,000 for travel.

US\$100,000 for depreciation of capital.

After the project starts, new requirements may incur an additional US\$50,000 for labor. Due to budget constraints, the project manager cannot obtain additional funds for the project. Since the project schedule is tight and cannot be delayed, what should the project manager do?

- A. Negotiate with the sponsor to get enough budgeted before continuing the project.
- B. Check with the project team to get consensus before continuing the project.
- C. Ask for more time to deliver the project.
- D. Accept the budget shortage as a risk and continue the project.

项目经理遭遇到了预算方面的挑战。项目开始时，他们获得了 100 万美元的预算批准，分解如下：

20 万美元的材料费用支出

10 万美元的旅行费用支出

10 万美元的资本折旧

项目开始后，新的需求可能产生 50,000 美元的额外人工费。由于预算有限，项目经理无法为项目获得额外的资金，由于项目工期紧并且不能延期，项目经理应该怎么做？

- A、与发起人谈判，以便在继续项目之前获得足够的预算。
- B、在继续项目之前，与项目团队达成共识。
- C、要求更多的时间来交付项目。
- D、把预算短缺作为一项风险，并继续项目。

189、The project manager completes the identify Risks Process. Which one of the following information should be contained to the risk register at this stage?

- A. Risk prioritization and list of potential responses.
- B. List of identified risks and list of potential responses.
- C. List of potential responses and risk categorization.
- D. List of identified risks and risk prioritization.

项目经理完成了识别风险过程。在这个阶段，下列哪一项信息应该包含进风险登记册中？

- A、风险优先顺序和可能的应对措施清单。
- B、已识别的风险清单和可能的应对措施清单。
- C、可能的应对措施清单和风险分类清单。
- D、已识别风险的应对措施和风险优先顺序。

190、Thirty days after the project plan is finalized, a key stakeholder shares a new regulation which significantly alters the project scope. Where should this information be documented?

- A. Issue log
- B. Watch list
- C. Risk triggers
- D. Change request

项目计划定稿三十天后，一名干系人分享了一份新的规定，该规定会明显改变项目范围。这个信息会出现在哪一份文件中？

- A. 问题日志
- B. 观察清单
- C. 风险触发因素
- D. 变更请求

191、In the project implementation process, some of the key stakeholders said there is not enough information to share with them, while others argue for disaster caused by flooding water. And they are dissatisfied with the information passed. Which one of the following process in project?

- A. Identify Stakeholders.
- B. Plan Communication.
- C. Manage Communications.
- D. Manage Stakeholder Engagement.

项目实施过程中，一些关键干系人说没有足够的信息与他们分享，而其他干系人则认为信息泛滥成灾。并且他们对于信息的传递方式很不满意。请问，项目处于以下哪一个过程？

- A、识别干系人
- B、规划沟通
- C、管理沟通
- D、管理干系人参与

192、A change request to modify the main deliverable is approved, negating several of the tasks and the rework of other tasks. As implementation starts, the work does not proceed according to plan and conflict arise with the project team. What should the project manager have done when implementing the change?

- A. Add more resource to the team, which is beneficial when implementation changes.
- B. Inform the team regarding the negative consequences of underperforming, so they will work change implementation.
- C. Explain to the team why the change is needed, and ensure they are still motivated to implement the change.
- D. Give change documents to the stakeholders to evaluate and plan to implement the change.

一项修改可交付成果的变更请求已获批准，但是几项要求返工的任务被否决了。当执行开始时，项目团队未能很好地按照计划开展工作，导致冲突在项目团队内部发生。项目经理怎样处理这种正在实施的变更？

- A、为项目团队增加更多资源，这对执行变更有利
- B、将绩效差的负面后果通知团队，让他们可以执行变更
- C、向团队解释为什么需要变更，确保他们仍然可以受到激励来执行变更
- D、向干系人提供变更文件来评估和计划执行变更

193、The project manager has managed an important project for the customers. The schedule and costs are under control. A key project team member leaves, and the project manager is unable to find a replacement with matching skills and experience. The project manager should do which of the following first?

- A. Continue to post advertisements until a qualified resource is recruited.
- B. Continue project execution using less skilled resources.
- C. Obtain authorization from the customer to terminate the project.
- D. Obtain assistance from the project management office.

项目经理为客户管理一个重要的项目。该项目有着进度和成本的控制。这时一个核心团队成员离开了项目，而项目经理又无法找到一个在技能和经验方面都相匹配的资源。项目经理首先应该做的是以下哪一项？

- A、继续发布广告进行招聘，直到找到一个合格的资源
- B、使用低技能的资源，继续执行项目
- C、获得客户的授权终止该项目
- D、获得项目管理办公室的援助

194、A new project manager is developing a project management plan. The project manager has no experience on the project area. Which of the following should the project manager reference to benefit from the experience of others?

- A. Team performance assessment.
- B. Performance report.
- C. Historical information.
- D. Stakeholders register.

新项目经理正在制定项目管理计划。但项目经理对该项目领域没有经验。若要从其他人的经验中获得,项目经理应该参考下列哪一项？

- A、团队绩效评估

- B、绩效报告
- C、历史信息
- D、干系人登记册

195、Because there are too many conflicting discussions for the project deliverables, a project for the implementation of the new system encountered a problem when it is published, leading to the project manager to leave the company. A new project manager is assigned to the project. What is the new project manager should first take action?

- A. Finalize the project management plan and communicate with relevant stakeholders.
- B. Escalate to the project sponsor and seek support to deal with the ongoing discussions.
- C. Develop a work breakdown structure and communicate with all relevant stakeholders.
- D. Formalize a project charter and request approval from the sponsor and the key stakeholder.

由于对于项目可交付成果有太多互相矛盾的讨论，一个实施新系统的项目在发布时发生问题，导致项目经理离开公司。一名新项目经理被分配到该项目中。新项目经理首先应该采取的行动是什么？

- A、完成项目管理计划，并与相关干系人沟通。
- B、上报项目发起人，并寻求支持，来处理正在进行的讨论。
- C、制作工作分解结构，并与所有相关干系人沟通。
- D、正式确定项目章程，并要求获得项目发起人和关键干系人的批准。

196、The project team is developing a risk management plan. Which tools and techniques of this process are used to develop risk cost elements, and schedules, which will be included the project budget and schedule?

- A. Planning meetings and analysis.
- B. Lessons learned.

C. Information gathering techniques.

D. Risk data quality assessment.

项目团队正在制定风险管理计划，本过程采用何种工具和方法确定风险成本因素，并为项目预算及其时间表覆盖的活动安排进度？

- A、规划会议和分析
- B、经验教训
- C、信息采集方法
- D、风险数据质量评估

197、The project management team includes two external consultants each from a different company. The project manager found that repeated conflicts between the two consultants already slow down project progress and jeopardize achievement of objectives. Which stage of team development can be difficult to overcome in such a situation?

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

项目管理团队包括了两名外聘的顾问。他们来自不同的公司。项目经理发现他们两人之间有一些一再重复的冲突，且已经拖延了项目进程并将威胁到项目目标的达成了。请问，项目团队建设的哪一个阶段克服这种状况比较困难？

- A、震荡
- B、规范
- C、成熟
- D、形成

198、A team member asks for a change in a project activity schedule. The project manager should do which of the following?

- A. Ask the team member to provide the new timeframe to complete the activity, and prepare a

change request.

- B. Ask how much additional time and funds would be needed to complete the activity, and then prepare a change request.
- C. Meet with the team to determine what other activities could be delayed, and then prepare a change request.
- D. Obtain customer approval, meet with the team, and prepare a change request.

一名团队成员要求更改某个项目活动的进度。项目经理应该采取下列哪一项措施？

- A、团队成员提供新的时间表来完成活动，并准备一份变更请求。
- B、完成该活动还需要多少时间和资金，然后准备一份变更请求。
- C、队开会，确定还有哪些其它活动可能会延迟，然后准备一份变更请求。
- D、客户批准，与团队开会，并准备变更请求。

199、Two project team members disagree about a solution, which creates a stressful atmosphere between the team members. What should the project manager do next?

- A. Document the issue in the risk management log.
- B. Treat the conflict as an issue to be solved by examining alternatives.
- C. Escalate the conflict to the project sponsor.
- D. Consider the issue over night and make a decision in the morning.

两名项目团队成员都对某个解决方案意见不一致，在两名团队成员之间造成紧张气氛。项目经理下一步应该怎么做？

- A、在风险管理日志中记录该问题。
- B、将冲突当作问题对待，通过检查备选方案来解决。
- C、将逐步升级的冲突上报给项目发起人。
- D、连夜考虑该问题，并在早晨决定。

200、The main purpose of a quality audit within a project is to determine which of the following?

- A. Effects of quality assurance activities.

- B. Project schedule change.
- C. Defects of the project deliverables.
- D. Deviations of the project scope.

项目中质量审计的主要目标是确定下列哪一项？

- A、质量保证活动的效果
- B、项目进度变更
- C、项目可交付成果的缺陷
- D、项目范围的偏差