PMP

模

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题

（七）

弘博创新® 2016 年

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. While working on an external project your customer asks you to perform some additional tasks that are not included in the formal contract. You should.

A. Honor the customer's request as sign of cooperation to ensure future business

B. Refuse the request and report the customer to your sponsor

C. Acknowledge the request and advise the customer to submit a formal change request

D. Convene a meeting of the project team and rewrite the scope statement

1．在一个外部项目中，你的一个客户要求你完成一些额外的工作，这些工作不包括在正式合同中，你应该：

A. 按照客户的要求做，表明自己的合作姿态，这对将来与客户做生意有帮助

B. 拒绝客户的要求，向你的项目发起人报告这件事情

C. 接受客户的要求，并建议客户提交一份正式变更申请

D. 召集项目团队会议，重新写项目范围说明

2. During the development of the project charter, the project manager identifies many highly probable risks and believes the project will fail. What is an appropriate next step?

A. Stop working on the project as the risk is too high

B. Stop working on the project charter and start work on the risk management plan

C. Continue working on the project charter and start work on the risk management plan

D. Continue working on the project charter then review it when it with the stakeholders

2．在制定项目章程的过程中，项目经理确认了许多可能性很高的风险，并认为项目将会失败。下一步恰当的措施是什么？

A. 停止为项目工作，因为风险太高

B. 停止制定项目章程，开始制定风险管理计划

C. 继续制定项目章程，并开始制定风险管理计划

D. 继续制定项目章程，然后与项目干系人一起审查项目章程

3．Which of the following should be determined before developing project management plan?

A. Project plan updates

B. Stakeholder skills and knowledge

C. Work authorization system

D. Constraints and assumptions

3．在制定项目管理计划之前，应该确定下述哪项内容？

A. 项目计划更新

B. 干系人技能和知识

C. 工作授权系统

D. 制约因素和假设条件

4. You are assigned project manager in executing project; the project is in control on baseline, if customers are not satisfied with the performance, then what you should do firstly?

A. Discussing with project team

B. Baseline revised

C. Contract Renegotiation

D. Meeting with customers

4．在项目执行过程中，你被任命为项目经理。项目各项指标都在基线的允许范围内，如果客户对项目绩效不满意，你首先应该做什么？

A. 与项目团队一起讨论

B. 重新计算基线

C. 重新商谈合同

D. 与客户见面

5. In the course of managing a project for a client you find a way to save $10,000in reducing the work investment based on a simpler development approach. This will not reduce the scope or operating capabilities for the end product in any way. However, it will reduce the billing for your company. What should you do?

A. Say nothing and continue on the prior course of action, saving the project billings for your company.

B. Inform the customer of the cost savings and the benefits and recommend changing the project plan to reflect the savings.

C. Approach your management and request direction.

D. Approach the customer with the change, but do not mention the $10,000 savings, keeping that as a budget contingency.

5．在一次项目管理过程中，你发现通过使用一种简化开发的方法可以降低操作投资并为客户节省$10,000。这种方法不会对最终产品的范围和运行性能产生任何影响。然而，如果采用了这种方法将减少你们公司的营业额。你应该怎么做？

A.什么也不说并且继续先前的行动计划，以保持你们公司的营业额

B.通知客户这种节约成本的方法和收益，并且推荐更改项目计划以达到其的效果

C.报告你的管理层并请求指示

D.报告客户这种变更，但不提及可以节省$10,000，保持原有的项目预算

6. When are key project constraints documented?

A. During definition activity

B. During planning

C. During initiation

D. At the kick-off meeting

6．什么时候开始识别项目关键制约因素？

A. 在定义活动阶段

B. 在计划编制阶段

C. 在项目启动阶段

D. 在项目启动会议上

7. When the project relies on external vendors and contractors, what document describes how the project management system will be used?

A. Statement of work

B. Memorandum of understanding.

C. letter of intent

D. Project management plan.

7．在项目依赖外部供应商和承包商时，下列哪份文件描述了如何使用项目管理系统？

A. 工作说明书

B. 谅解备忘录

C. 意向书

D. 项目管理计划

8. A project manager was been assigned to a large enterprise located in another country. The project manager has planned the project properly and conducted all the phases of the project with success. Currently, the project manager is collecting the lessons learned during the project. In what stage is the project manager?

A. Initiating

B. Planning

C. Executing

D. Closing

8．项目经理被分配到位于另一个国家的一个大型企业。项目经理已经制定了合适的项目计划，并成功实施了项目各个阶段。目前，项目经理正在收集项目过程中的经验教训．项目经理目前处于哪个阶段？

A. 启动阶段

B. 规划阶段

C. 执行阶段

D. 收尾阶段

9. A project manager takes over a large project supported by culturally diverse workforce. Within a week, it becomes clear that there is a significant conflict among two of the groups because the former project manager favored one group with special perks and accommodations.

What should the new project manager do?

A. Immediately begin facilitating a satisfactory resolution to the conflict using a collaborative approach resolution.

B. Find out why the project manager favored one group.

C. Post a new set of rules and regulations in s public location for all groups to see.

D. Report the problem to human resources.

9．项目经理接手一个大型项目，该项目由不同文化的人员支持。不到一周时间，项目经理就发现其中有两组人员存在明显冲突，因为前任项目经理更偏爱其中一组人员，为他们提供特殊的补贴和住宿条件。新项目经理应该怎么做？

A. 使用协作的方法，立即开始一个满意的解决方案来减轻冲突

B. 找出前任项目经理偏爱其中一组的原因

C. 在公共地点张贴所有成员都能看到的新规则和制度

D. 向人力资源部报告此事

10. What is the main goal of regular risk monitoring?

A. To avoid all risks that could arise during the project

B. To communicate all potential risks to the stakeholders

C. To reanalyze existing risks and identify new risk exposure

D. To identify risks before starting the project

10．定期监控风险的主要目标是什么？

A．避免在项目过程中可能发生的所有风险

B．向项目干系人沟通所有潜在风险

C．重新分析存在的风险并识别新暴露的风险

D．开始项目之前先识别风险

11. When closing a project, when will formal acceptance be obtained?

A. Upon receipt of a formal statement that the terms of the contract have been met

B. Upon receipt of a formal upper management authority

C. Upon delivery of the final product to the customer

D. Upon delivery of all project-related documents

11．在项目收尾时，什么时候将通过正式验收？

A．收到符合合同条款的正式声明时

B．收到上级管理层正式授权时

C．将最终产品交付给客户

D．交付所有与项目相关的文件

12. Your project needs to have a major change in the equipment used on it. You know of a product that meets your needs, but you are worried that your brother owns the company that produces the product. What should you do?

A. Negotiate a good deal for the project with your brother

B. Let the customer know of the issue

C. Submit the bid and allow your brother to negotiate with the contracting office

D. Eliminate your brother from bidding

12．你的项目需要对项目所用的设备进行一项重大变更。你知道有一种产品可以满足你的需求，但你担心的是你的兄弟是生产这种产品那家公司的老板。你应该怎么做？

A．就此项目与你的兄弟协商一个好价钱

B. 让客户知道这件事

C. 发出招标书并让你的兄弟与合同部门谈判

D. 不让你的兄弟参与投标

13. Why could the project manager interview the customer after all deliverables have been accepted?

A. To ensure that the acceptation criteria has been met

B. To measure customer satisfaction

C. To close out the project

D. To transfer knowledge from project team to the customer

13．在所有可交付成果都已经验收之后，为什么项目经理还要与客户会面？

A. 确保符合验收标准

B. 衡量客户满意度

C. 结束项目

D. 将项目团队的知识移交给客户

14. A project manager is assigned to lead a development team with members located in different geographic locations. The team will be working on a project that will be lunched globally.

What should the project manager do FIRST?

A. Create a communication management plan

B. Schedule a video conference to introduce team members

C. Communicate the risk analysis to the project sponsor

D. Send an email to all team members

14．项目经理被任命领导一支成员位于不同地理位置的开发团队。该团队会在全球不同区域内协同合作，以完成项目。项目经理首先应该做什么？

A. 创建沟通管理计划

B. 安排一次视频会议介绍团队成员

C. 向项目发起人沟通风险分析

D. 给所有团队成员电子邮件

15. In an implementation project, the development phase has been outsourced to an off-shore team. During the execution of the project, the off-shore team states that vital information to proceed in the development is missing. However, the on-shore design team has stated that all design documents have been provided.

What could most likely be the cause of this situation?

A. The communications management plan has not been created properly

B. The two teams do not get along well with each other

C. Project managers lack communication skills

D. The risk management plan has not been created properly

15．在一个实施项目中，开发阶段的工作已经外包给一支海外团队。在执行项目期间，海外团队通知说有重要信息遗漏，但是国内设计团队说已经提供所有设计文档。造成这这种情况最有可能的原因是什么？

A. 未正确创建沟通管理计划

B. 两支团队相处的不好

C. 项目经理缺乏沟通技巧

D. 未正确创建风险管理计划

16．Which process is integration management performed？

A. Project planning

B. Project executing

C. At key interface points

D. At the end of each project management phase

16．项目整合管理应该发生在哪个阶段？

A. 项目规划阶段

B. 项目执行阶段

C. 在关键接口点

D. 在项目管理的每个阶段结束

17．You have just been assigned as project manager in execution phase and you have to determine how you should control the project, the best way is to：

A. Use a combination of communication methods

B. Hold schedule meetings

C. Refer to Gantt chart weekly

D. Meet with management regularly

17．你刚刚被分配到一个处于实施阶段中期的项目任项目经理，你正在确定你将如何控制这个项目，控制这个项目的最佳方法是：

A. 使用综合的沟通方法

B. 召开项目进度会议

C. 每周参照甘特图

D. 定期与管理层开会

18. Which strategy can be used to deal with negative risks?

A. Exploit

B. Share

C. Enhance

D. Transfer

18. 以下哪一种战略可被用来处理负面风险？

A. 开拓

B. 分享

C. 增强

D. 转移

19. A new product development project is in its closing phase. 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.

What's the next action the project manager should take?

A. Enhance individual competence

B. Document a new lesson learned

C. Perform a quality audit

D. Update risk register

19．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. 纪录一项新的经验教训

C. 执行质量审计

D. 更新风险登记册

20. A PMO manager is providing the company's project manager with training on project management. The trainer states that for every project, project managers need to identify relevant quality standards for every project and determine how to satisfy them.

To which document is the PMO manager referring?

A. Quality audit checklist

B. Quality management plan

C. Quality policy

D. Quality assurance plan

20. PMO经理正在为公司的项目经理提供有关的管理方面的培训，他说对于每个项目，项目经理都需要制定相关的质量标准并确定如何满足这些标准。PMO经理所指的是下列哪一份文件？

A. 质量审计清单

B. 质量管理计划

C. 质量政策

D. 质量保证计划

21. Which at the following techniques is an application of the theory of constraints and is useful when scheduling constrained resources?

A. Crashing

B. Resource leveling

C. Resource loading

D. Critical chain scheduling

21．下列哪一项技术属于制约因素理论的应用，并在对制约资源制定进度时起到作用？

A. 赶进度

B. 资源平衡

C. 资源负荷

D. 关键链进度安排

22. A risk has emerged that has not been anticipated in the risk register. Which risk monitoring tool should the project manager use to handle the situation?

A. Risk reassessment

B. Risk audit technique

C. Risk register update process

D. Risk transfer tool

22．一个在风险登记册中未预计到的风险出现了，若要解决这种情况，项目经理应使用下列哪一项监控工具？

A. 风险重新评估

B. 风险审计技术

C. 风险登记册更新过程

D. 风险转移工具

23. Which of the following is a cost estimate on tool?

A. Parametric estimation

B. Variance analysis

C. Performance measurement

D. Process analysis

23. 下列哪一项属于估算成本的工具？

A. 参数估算

B. 偏差分析

C. 绩效测量

D. 过程分析

24. What is the process necessary for producing a preliminary high level definition that will be used by the project owner and project participants for planning and assessing project success?

A. Developing project statement of work

B. Developing project charter

C. Developing WBS

D. Gathering requirement

24. 若要产生项目的初步概要定义，供项目业主和参与者规划和衡量项目是否成功，下列哪一项是其中必要过程？

A. 制定项目工作说明书

B. 制定项目章程

13

C. 制定WBS

D. 收集需求

25. During the planning phase of a project, the project manager realized that there are differences on the understanding of the project deliverables with project stakeholders, those results in a strained relationship with those stakeholders. What should the project manager do to address this issue?

A. Ignore the stakeholder.

B Arrange a session with the stakeholder to understand the reasons behind the differences and address them

C. Escalate it to the sponsor so that they can sort it out for the project manager.

D. Ask the other team members to convince the stakeholder to back down.

25．在项目规划阶段，项目经理认识到与其中一名项目干系人在项目可交付成果方面的理解存在差异，从而造成与该项目干系人的关系紧张。要解决这个问题，项目经理应该怎么做？

A. 忽视该项目干系人

B. 安排一次与该项目干系人的会议，了解造成理解差异的原因，并予以解决

C. 将该问题报给项目发起人，让他们为项目经理解决这个问题

D. 让其他团队成员说服项目的干系人妥协

26. The project team is collecting all the requirements and scope from the customer and stakeholders. The project manager in charge of the project is trying to complete the charter.

What tool and technique should the project manager use?

A. Scope decomposition

B. Expert judgment

C. Activity sequencing

D. Project scheduling

26．项目团队正从客户和项目干系人那里收集所有需求和项目范围。负责该项目的项目经理正在尝试完成项目章程。项目经理应该使用下列哪一项工具和技术？

A. 范围分析

B. 专家判断

C. 排列活动顺序

D. 项目进度安排

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

A. Proceed with the project scope statement preparation, ignoring the absence of a project.

B. Prepare a first draft of the project charter and interactively work on it until it is signed off by the project sponsor.

C. Assemble a project team and begin work on the project

D. Draft detailed project requirements.

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

A. 开始制定项目范围说明，忽视无项目章程这个问题

B. 制定项目章程的初稿，并且不断修订，直到获得项目发起人的签署同意

C. 组建项目团队，并开始项目工作

D. 起草详细的项目要求

28. A project manager has faced serious disagreements between two team members and has decided to gain better understanding of the situation before taking an action. Which of the conflict management modes is the project used.

A. Withdrawing

B. Smoothing

C. Compromising

D. Collaborating

28．项目经理面临两名团队成员之间的严重分歧，他决定在采取行动之前了解更多的情况。项目使用的哪一种冲突管理模式？

A．撤退

B．缓解

C．妥协

D．协作

29．The result of creating WBS process is：

A. Project schedule

B. Team's meeting of minds

C. Project finish date

D. Risk lists

29．创建工作分解结构过程的结果是：

A．项目进度计划

B．团队意见统一

C．项目完成日期

D．风险清单

30．During an informal meeting with your project client you are offered a substantial monetary incentive to alter the configuration of the product to meet the client's personal need. This change may result in additional project costs and schedule delays. The appropriate action to take would be

A. Refrain from accepting the offer and advise the customer to submit a request to the change control board.

B. Accept the offer and issue an internal configuration change request to the design group

C. Obtain additional information about the request and the customer's personal need before accepting the offer

D. Delay acceptance of the offer until you can ensure that you can protect yourself from any legal liabilities

30. 在与你项目客户的一次非正式会议上，客户为了达到自己个人的某种需要，送给你一笔可观的现金，同时要求你更改产品的配置。这样做将导致项目进度拖延和成本超支，你应该采取的适当做法是：

A. 拒绝接受现金，建议客户向变更控制委员会提出变更请求

B. 接受现金，并向设计小组颁发一份内部配置变更请求

C. 在接受客户的送礼之前，获得有关变更请求和客户需要的其他信息

D. 推迟接受送礼，直到你能确保自己免于法律责任

31. Two members of a team work side-by-side. Both are productive but their problems approaches are very different. This leads to frequent arguments and distrust.

What development stage is the team probably in?

A. Formation

B. Storming

C. Conforming

D. Performing

31．团队中的两个成员并肩合作，这两个成员工作能力都很强，但是他们各自的问题解决方法极为不同，导致频繁发生争论和互相不信任。该团队可能处于下列哪个开发阶段？

A. 组建阶段

B. 震荡阶段

C. 规范阶段

D. 成熟阶段

32．Due to a lack of an employee training and proper production control, defects in a production run caused rework which cost the company $250,000. How much of this cost is directly attributable to the employees on the production line?

A. $75,000

B. $37,500

C. $212,500

D. $145,000

32．由于员工缺乏培训和适当的生产控制，生产过程中发现了错误需要返工解决。返工成本为 $250,000。其中员工负有责任的成本是多少？

A. $75,000

B. $37,500

C. $212,500

D. $145.000

33．An organization receives proposals from five pre-qualified sellers for provision of services for a project. Selection of a seller will be based upon evaluation of several qualitative criteria. It is now required to shortlist two sellers based upon the proposals submitted. What tool or technique should the project manager use to establish the shortlist?

A. Seller rating system

B. Weighting system

C. Contract negotiation

D. Independent estimates

33．一家组织收到五家资格预审合格的项目服务供应商的建议书，供应商的选择将以多项指定标准的评估为基础，现在要求根据提交的建议书缩减到二名供应商。若要获得缩减名单，项目经理应该使用下列哪项工具或技术？

A. 供应商分级系统

B. 加权系统

C. 合同谈判

D. 独立估算

34. A project manager finds a seller is not meeting its contractual obligations even after several meetings and warnings. What should the project manager do?

A. Ignore the findings and continue with the seller.

B. Document the findings and continue with the seller.

C. Terminate the contract with the seller according the clauses of contract

D. Continue to have meetings with the seller and give warnings

34．项目经理发现，经多次开会并提出警告之后，某供应商仍不能完全完成合同义务，项目经理应该怎么办？

A. 忽视该问题，继续与该供应商合作

B. 记录该问题，继续与该供应商合作

C. 根据合同的提前终止条款终止与该供应商的合同

D. 继续与该供应商开会并给与警告

35．All of the following assist in determining the impact of a scope change EXCEPT：

A. Project charter.

B. Baseline.

C. Performance measurement.

D. Milestones.

35．下列因素有助于决定范围变更的影响，但不包括：

A. 项目章程

B. 基准

C. 绩效测量

D. 里程碑

36.The project managers are performing quality assurance of a project. Which of the following techniques should be used?

A. Root Cause Analysis

B. Scatter diagram.

C. Pareto diagram

D. Flow chart.

36.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

37．Scope change control MUST be integrated with all of the following control processes EXCEPT：

A. Schedule

B. Cost

C. Procurement

D. Quality

37．范围变更控制必须与下列控制过程整合起来，但不包括：

A、进度

B、成本

C、采购

D、质量

38．During the execution of the project, the customer reviews the project status with project manager. The customer realizes that expected work was not included in the statement of work.

What is the next step the project management should take?

A. Submit the change request to the change control board for approval.

B. Review the project schedule to accommodate the new request.

C. Invoke the change request process.

D. Perform fast tracking to exceed customer's expectations.

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

A. 将变更请求提交给变更控制委员会批准。

B. 评审项目进度表适应新的请求。

C. 调用变更请求过程。

D. 实施快速跟进，以超出客户期望。

39．The team's project manager has little technical knowledge about the project or the organization. On which type of power is the project manager MOST LIKELY to rely?

A. Coercive

B. Legitimate

C. Referent

D. Delegated

39．团队的项目经理对项目或组织有关的技术知识知之甚少。项目经理最有可能依赖于哪一类型的权力？

A. 强制型

B. 合法型

C. 潜示型

D. 授权型

40. You decided to ask the team to work overtime to meet a deadline. This resulted in labor costs that exceeded your planned budget by $9, 250. When questioned by your supervisor about exceeding the budget, you should.

A. Advise her that you didn't authorized the overtime, they must have just been behind on their work

B. Advise her that you asked the team to work overtime to meet the deadline which resulted in the overrun.

C. Advise her that the team wasn't performing at their optimal level and you had it take corrective measures to meet the deadline.

D. Advise her that you were unaware of the overrun and you will find out what happened and get back to her.

40．为了能够在最终期限前完成项目，你要求项目团队加班。这造成人力成本超过原有预算 $9,250。当上级向你询问超支问题时，你应该：

A．告诉她，你没有要求加班，加班是由于团队成员工作落后造成的

B．告诉她，为了能够在最终期限前完成项目，你要求项目团队加班，所以引起超支

C．告诉她，团队没有表现出最佳状态，因此为了能够保证项目最终期限，你不得不进行纠正

D．告诉她，你不知道超支，你会找出原因再回答她

41. During construction of a new manufacturing facility in another country, one of your team members complains to you that the wage paid to the workers is below the acceptable wage in your home country. In this situation it is BEST to：

A. Pay the workers at the new facility the same wage as your country

B. Pay the workers at the new facility a little less than the same wage as your country

C. Pay the workers as appropriate wage for the country within which they work

D. Ignore the issue as you have not heard the workers complain

41．在位于另一个国家的新设备制造项目中，你的一个团队成员向你抱怨，付给该国工人的工资水平低于你本国的最低工资水平。在这种情况下，你最好：

A．按你本国的工资水平支付给制造新设备的工人

B．按稍低于你本国工资水平的标准支付给制造新设备的工人

C．按工人所在国的适当工资水平支付工人工资

D．不理睬这件事，就好像你没有听到抱怨

42．who is responsible for creating the quality plan?

A. Senior management

B. Quality manager

C. Quality team members

D. Project manager and project team members

42．谁应该负责创建质量计划？

A．高级管理层

B．质量经理

C．质量团队成员

D．项目经理和项目团队成员

43．In the early stage of establishing the project plan, the leadership of the project manager should be：

A. coaching

B. supporting

C. authorization

D. directing

43．在制定项目计划的早期阶段，项目经理的领导方式是：

A．教练

B．支持

C．授权

D．指挥

44．A new project manager has been assigned to work on a complex global project. The previous project manager has been reassigned to another project. During the handover, the new project manager discovers that the project charter has been developed and approved.

To establish project deliverables, what should the new project manager do next?

A. Review the charter with customers and stakeholders to obtain their feedback.

B. File the charter with the PMO.

C. Gather the stakeholder's needs, wants and expectations.

D. Define scope.

44．一名新项目经理被任命管理一个复杂的全球项目。前任项目经理被任命管理另一个项目。在交接期间，新项目经理发现项目章程已经制定并获得批准。若要确定项目可交付成果，新项目经理下一步应该做什么？

A．与客户和项目干系人评审项目章程，获得他们的反馈意见

B．将项目章程提交给PMO

C．收集项目干系人者的需求、需要和期望

D．进行定义范围

45. A team member makes a serious error that is left uncorrected on a project to hide their error, the team member intentionally misleads the rest of the team on the work they had done.

After discovering the error, what conflict resolution technique should the project manager use with the team member?

A. Forcing

B. Smoothing

C. Compromising

D. Withdrawing

45．团队某成员在项目中犯了一个严重的错误，末得到纠正。为了掩盖错误，针对他们已完成的工作，该成员故意误导其他团队成员。在发现这个错误后，项目经理应该对该团队成员采取哪一种冲突解决技巧？

A．强制

B．缓解

C．妥协

D．撤退

46．The shortcoming of democratic management style is:

A. difficult to achieve decisions quickly

B. The majority rule doesn't always produce appropriate solution

C. when vote for wrong members in the project team, wrong decision-making will follow

D. All of the above

46．民主管理方式的缺点是：

A．难以快速决策

B．多数原则不一定产生合适的解决方案

C．如果在项目团队对有错误的成员进行投票，则产生错误决策

D．以上都是

47．Understanding the Halo effect is very important, because there is such kind of tendency：

A. the interior promotion

B. hires the best

C. Promotes those who excel at respective area of technology to be project managers

D. Promotes those who have had project management training experience to be project managers

47．了解光环效应非常重要，因为有这样一种趋势：

A．内部提拔

B．聘用最优秀的

C．提拔那些在某技术领域优秀的人做为项目经理

D．提拔那些受过项目管理培训的人做为项目经理

48．A project manager believes that the best way to manage is to form a good, harmonious working relationship with the team, and high performance will follow.The project manager could be defined as a__manager．

A.Integrating

B. Directing

C. Communicating

D. Training

48．项目经理相信，管理的最佳方式是在团队中形成良好的、和谐的工作关系，高效团队将随后而来。从而带来高绩效。项目经理可被定义为一个__经理。

A、整合型

B、指导型

C、沟通型

D、教练型

49. The project manager must complete the project in the shortest time possible. To do so, the project manager decides to schedule non-dependent tasks so they occur simultaneously. Which technique is the manager employing?

A. Crashing the project timeline.

B. Allowing team members to work overtime.

C. Fast tracking the project.

D. Scheduling a phased implementation.

49．项目经理必须在尽可能短的时间内完成项目。为做到这一点，项目经理决定安排相互独立的任务，以便可以同时执行。项目经理使用的是什么技巧？

A. 压缩项目时间（赶工）

B. 允许团队成员加班工作

C. 项目快速跟进

D. 安排分阶段实施

50. Which of the following inputs are included in integrated change control?

A. project management plan, change requests and work performance information

B. lesson learned, project plan updates and performance report

C. additional planning and corrective measure

D. Change control system

50．下列哪一项包含在整体变更控制之内？

A. 项目管理计划、变更请求和工作绩效信息

B. 经验教训、项目计划更新和绩效报告

C. 额外的规划和纠正措施

D. 变更控制系统

51．A functional manager has refused a request to release a resource to a project. The project manager decides to meet with the functional manager to find a solution. Which skill is the project manager using?

A. Compromise

B. Conflict management

C. Exercising authority

D. Negotiation

51一个职能经理拒绝安排某个员工到项目上去。项目经理决定与职能经理当面讨论，寻求解决方案。项目经理使用的是什么技巧？

A. 妥协

B. 冲突管理

C. 行使职权

D. 谈判

52．Which of the following is a recognized risk identification technique?

A. Ranking

B. Watch List

C. Brainstorming

D. Monte Carlo analysis

52．下列哪一项属于公认的风险识别技术？

A. 排序

B. 监视清单

C. 头脑风暴

D. 蒙特卡洛分析

53．Situations calling for a matrix organization include outside pressure for dual focus, _____ and pressure for high information processing capability．

A. Pressure for clear accountability

B. Pressure for reduced duplication of effort

C. Pressure for shared resources

D. Pressure for formalized communication

53．矩阵型组织需要应对双重焦点的外部压力，_____和具备高信息处理能力的压力。

A. 职责明确的压力

B. 减少重复工作的压力

C. 资源共享的压力

D. 形式化沟通的压力

54. A consulting firm was awarded a mega credit card processing system revamping project. Having failed to deliver the expected product within budget the last two mega projects, what approach should the consulting firm take in the initial stages of the project to avoid past failures?

A. Allow employees to work overtime.

B. Move its best employee from smaller projects to this mega one

C. Divide the project into mufti-phases project

D. Hire additional technical employees from oversea market

54．一家咨询公司获得一个大型信用卡处理系统改进项目。在过去已经有两个大型项目未能按预算交付预期产品的情况，为避免再次发生这种失败，该咨询公司应该在项目初始阶段采取哪种方法？

A. 允许雇员加班工作

B. 将其最好员工从较小的项目调进大型项目中

C. 将项目分成一个多阶段项目

D. 在海外市场雇用额外技术工人

55. The project manager is mandated to provide a cost estimate for a project. The estimate is accepted by the sponsor as being of a rough order of magnitude (ROM)level, yet the sponsor is expecting an accuracy range of -5 to＋10%. Which range is more appropriate given that the project manager has just completed the project charter?

A. -25 to +25%

B. -50 to +100%

C. -25 to +175%

D. -50 to +50%

55．项目经理按要求提供的项目成本估算。发起人认可该估算可以作为一份粗略的量级（ROM)估算，但是发起人希望准确性范围为-5至+10%。假设项目经理已经完成了项目章程，下列哪个范围更为适当？

A. -25 to +25%

B. -50 to +100%

C. -25 to +175%

D. -50 to +50%

56. A project manager recently rewarded an individual with a promotion that carried with it a very small salary increase but substantially more responsibility．The project manager appears to be appealing to the employee's__need.

A. Monetary

B. Physiological

C. Esteem

D. Self-actualization

56．一个项目经理最近奖励并晋升了一个雇员，只有非常小的工资增加量，但是充分地赋予了更多责任。项目经理看上去喜欢满足雇员的__需要。

A. 金钱

B. 生理

C. 尊重

D. 自我实现

57. Which of the following conflict management techniques would be the most effective for long-term resolution of conflicts?

A. Smoothing

B. Collaborating.

C. Withdrawal

D. Compromising

57．下面哪一项技术对于解决长期冲突是最有效的？

A. 缓解

B. 合作

C. 撤退

D. 妥协

58．The project manager review the project charter with the stakeholders. What is the step of the process?

A. Gain project charter approval.

B. Develop the work breakdown structure.

C. Form the project term.

D. Develop the preliminary scope statement.

58. 项目经理在与项目干系人一起评审项目章程。该过程的下一步是什么？

A. 获得项目章程批准

B. 制定工作分解结构

C. 组建项目团队

D. 制定项目初级说明书

59．A project manager decides to look into risks and issues faced by the project．The project manager uses an Ishikawa diagram.This technique is an example of which of the following?

A. Delphi technique

B. Root cause analysis

C. SWOT analysis

D. Pareto charting

59．项目经理决定调查项目所面临的风险和问题．项目经理使用了石川图。这项技术属于下列哪一项的实例？

A. 德尔斐技术

B. 根本原因分析

C. SWOT分析

D. 帕累托图

60．when does project manager most 1ikely face personnel problem?

A. submitting project report

B. customer visiting

C. The project stage point

D. Designing project review meetings

60．项目经理最有可能面临的人员问题发生在什么时候？

A. 提交项目报告时

B. 客户来访期间

C. 项目交界点上

D. 设计审核会议期间

61. Why are the project acceptance criteria an important component of the project scope document?

A. It forces the stakeholder to accept the product.

B. It signifies a sign-off on the requirements.

C. it defines the conditions of satisfaction for the product.

D. it definer a formal method to confirm stakeholder needs.

61．为什么项目验收标准是项目范围文件的重要组成部分？

A. 能让项目干系人接受产品

B. 它表示对需求的签署验收

C. 它确定产品的满足条件

D. 它定义了确认项目干系人需求的正式方式

62．There are hard causes of conflict (e。g． conflicting schedules) and soft causes． Soft causes are as important as hard causes． Soft causes include diversity of disciplinary expertise, ___, and the project manager's power of reward and punishment．

A. Performance tradeoffs

B. Ambiguity of roles

C. Administrative procedures

D. Determining earned value

62．冲突有硬的起因（如：矛盾的进度表）和软起因。软起因和硬起因一样重要。软起因包括专业技术的多样性，__，以及项目经理进行奖励和处罚的权利。

A. 性能的权衡

B. 角色二义性

C. 管理程序

D. 确定收益价值

63. There is a schedule delay on a prototype of commercial product for six months. The project sponsor asked a consultant to evaluate the impact of the delay. The consultant

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confirmed six-week delay was caused by a problem that project manager and team found two months before and were working to resolve. Which of the following reports has been reviewed by the sponsor can avoid the miscommunication between the sponsor and the project manager?

A. special analysis

B. routine actions

C. exception

D. deliverables

63. 一个商业产品原型明显落后于进度六个星期，项目发起人邀请了一名顾问来确定其产生的影响。顾问确定项目延误六个星期是由一个问题导致的，而早在两个月前，项目经理和团队就已经注意到这个问题，并一直在努力解决。对于项目发起人和项目经理之间的这种沟通错误问题。项目发起人查阅下列哪个报告就可以避免？

A. 特别分析报告

B. 例行活动报告

C. 例外事项报告

D. 可交付成果报告

64. What document must a project manager have before defining scope?

A. Project management

B. Project charter

C. Project scope plan

D. Project risk plan

64. 在定义范围之前，项目经理必须具有下列哪一份文件？

A. 项目管理计划

B. 项目章程

C. 项目范围计划

D. 项目风险计划

65. Who controls the indirect (overhead) costs of a project?

A. Project manager

B. Executive management

C. Cost accounts manager

D. Internal auditor

65．是谁控制一个项目的间接成本（管理费）？

A．项目经理

B．高级管理层

C．成本帐目经理

D．内部审计员

66. A particular stakeholder has a reputation for making many changes on projects. What is the BEST approach a project manager can take at the beginning of the project to manage this situation?

A. Say "No" to the stakeholder a few times to dissuade him from submitting more changes.

B. Get the stakeholder involved in the project as early as possible.

C. Talk to the stakeholder's boss to find ways to direct the stakeholder's activities to another project.

D. Ask that the stakeholder not be included in the stakeholder listing.

66．某一特殊的干系人以多次发起变更而闻名。项目之初，项目经理可以通过何种方法避免此情况发生？

A．不断对他说不，以阻止他提出更多的变更。

B．让他尽早参与项目。

C．直接找他的老板，要求把他的工作分配到别的项目上。

D．把他排除在干系人名单外。

67．Listening involves more than hearing sounds. The good listener

A. Repeats some of the things said

B. Finishes the speaker's sentences

C. Writes everything down

D. Nods his head frequently

67．倾听不只包含听声音。好的聆听者：

A. 反馈或重复一些说过的话

B，完成讲话人的句子

C. 写下一切

D. 频繁地点头

68. Ensuring that configuration items are registered, assessed, approved, tracked and correctly implemented is an example of which of the following configuration management processes?

A. Configuration harmonization

B. Configuration status accounting

C. Configuration verification and audit

D. Configuration item identification

68．确保配置条目得到登记、评估、批准、跟踪并正确实施是下列哪一项配置管理过程的实例？

A. 配置协调

B. 配置状态统计

C. 配置核实与审计

D. 配置条目识别

69. All the techniques described below can be used to keep a meeting focused except:

A. Recall agenda items/purpose of meeting

B. Summarize discussion periodically

C. Encourage pursuit of interesting new ideas

D. Rephrase unclear ideas presented by group members

69．下列技术可以用来保持会议焦点集中，除了：

A．回顾议程条款／会议的目的

B．阶段性地总结讨论过的内容

C．鼓励追求有趣味的新想法

D．重新描述小组成员提出的措辞不明的想法

70. When a project manager intentionally delays sharing accurate information, which of the following areas of the PMI Code of Ethics and Professional Conduct is violated?

A. Responsibility

B. Respect

C. Honesty

D. Fairness

70．如果项目经理故意拖延分享准确信息，则违反了下列哪个PMI道德规范与专业素养？

A．责任感

B．尊重性

C．诚实性

D．公平性

71．The project manger scheduled a kick-off meeting with five stakeholders. Each stakeholder has a different responsibility in the organization.

What are the stakeholders' roles at the kick-off meeting?

A. Sign-off on the project.

B. Demonstrate commitment to project success

C. Provide input into resource allocation.

D. Identify risks to the project.

71．项目经理安排了五名项目干系人召开的启动大会。每名项目干系人在组织中承担的职责不同。项目干系人在启动大会中的作用是什么？

A．正式签署同意该项目。

B．对项目成功做出承诺。

C．为资源分配提供意见。

D．识别项目风险。

72．Which of the following is NOT a characteristic of message filtering?

A. semantics

B. media

C. ethics

D. Organizational status

72．以下哪项不是消息过滤的特征？

A．语义学

B．媒介

C．道德规范

D．组织状态

73．One of the most common pitfalls in effective communication is:

A. not selecting the correct medium

B. nor considering the position of the receiver

C. assuming that because a message is sent9 it has been received

D. All of the above．

73．有效沟通中一个最普遍的陷阱是：

A．没有选择正确的方法

B. 没有换位思考

C. 假定一个信息一旦发出，就会被接收到

D. 以上都是

74. The project manager of chain of stores is considering opening a new store in either location A or location B. The project manager delivered the following information:

Project location A: payback period is 18 months, NPV is -2500.

Project location B: payback period is 24 months, NPV is 3000.

Which project would be recommended to the selection committee by the project manager?

A. Project location A, because the payback period is shorter than the payback for project location B.

B. Project location B, because its NPV is a positive number.

C. Project location A, because its NPV is a negative number.

D. Project location B, because its payback period is greater than the payback period.

74 一家连锁店的项目经理目前正考虑在地点A或地点B开一间新店。项目经理给出以下信息：项目地点A. 投资回报期为18个月，净现值为一2500 项目地点B. 投资回报期为24个月，净现值为3000 项目经理将会向选择委员会推荐哪个项目？

A. 项目地点A，因为投资回报期比项目地点B短。

B. 项目地点B，因为净现值为正数。

C. 项目地点A，因为净现值为负数。

D. 项目地点B，因为投资回报期比项目地点A长。

75．Largely used__communication has the most possibility to assist to solve complex problems．

A. Oral

B. Written

C. Formal

D. Management information system

75．大量使用__沟通最有可能协助解决复杂的问题。

A．口头

B．书面

C．正式

D．管理信息系统

76. Your client informs you that his company has a problem with the current design specification of your product and how it will interface to existing systems．If this occurs, it could be a major problem for your project．The client is coming to your office in one week to discuss the problem to see what your team can do to overcome the setback．All previous meeting were informal with this client, but this time he wants a formal meeting．What should you do to prepare for this meeting?

A. Update the schedule and assume an inactive role since the client has not given you the specifics of the potential problem

B. Make sure that the team has increased productivity so the client can see how efficient you team is performing

C. Assemble the team and ask them to prepare an agenda for topics to discuss

D. Make sure that each team members have their assignments in preparation for any topics and needed plans

76．你收到客户通知，他们公司对于你们产品的设计标准有点问题将会影响到整个系统。如果这真的发生了将会对你的项目产生大麻烦。客户一个星期之后来与你讨论你的团队能否在这方面返工。过去与这位客户都是非正式的交流，而这次他要一个正式的会议。你将如何准备这个会议？

A．更新进度计划并且采取一个被动的角色，因为客户没有告诉你这个潜在问题的细节是什么

B．确认你的团队已经提高了生产率，让客户看到你们是多么的有效率

C．通知团队成员让他们准备一份讨论议题

D．明确每一个成员有他们准备任何议题及所需计划的任务

77. The project manager is starting a new project and is preparing the kick-off presentation slides. The project manager is worried about what information put in the presentation. Which item should the project manager discard from their presentation?

A. Project scheduled activities

B. Resource assignments for the different project phases

C. Risks associated with project implementation

D. Lessons learned

77．项目经理开始管理一个新项目，并着手准备项目启动会议上的幻灯片演示文稿。项目经理对演示什么内容甚是忧虑。下列哪一项内容不应包含在项目经理的演示文稿中？

A. 项目计划好的活动

B. 不同项目阶段的资源分派

C. 与项目实施有关的风险

D. 经验教训

78. A project manager wants to identify the causes that produce the large majority of the problems or defects in a project. Which tool should the project manager use to help identify the problem areas?

A. Control chart

B. Flow chart

C. Pareto chart

D. Scatter diagram

78．项目经理希望确定产生项目中大部分问题或缺陷的原因。为帮助确定问题，项目经理应该使用哪项工具？

A. 控制图

B. 流程图

C. 帕累托图

D. 散点图

79. A consultant company has been awarded a contract to expand an existing facility in a recently populated area. The executives select a project manager and inform them their

commitment to support the project and the sensitive nature of the issues. What should be considered firstly by the project manager?

A. develop the project charter and confirm this project formally

B. negotiate about the assignment of internal communication experts

C. execute an throughly analysis of stakeholders

D. define the expectations, objects and success criteria in the statement of works

79.一家咨询公司获得在一个近年来才有人口居住地区扩建现有设施的合同。公司管理层选择了一名项目经理，并告知项目经理他们对支持该项目以及敏感性问题的承诺。项目经理应优先考虑的事是什么？

A. 制定项目章程，正式确认该项目

B. 谈判内部沟通专家的分配问题

C. 执行一项彻底的项目干系人分析

D. 在工作说明书（SOW）中明确注明期望、目标和成功标准

80．Cost of quality include:

A. The total of all costs incurred to assure the production and delivery of acceptable products and services

B. Only costs classified as prevention, detection and corrective action

C. Only the costs of scrap rework due to defects, customer returns and warranty costs

D. The expense of upper management

80．质量成本包括：

A. 发生在确保生产和提交验收产品及服务方面的所有费用

B. 只用于防止、检查和纠正上的费用

C. 用于废品、由于缺陷而进行的返工、客户退货和担保的费用

D. 高层管理的费用

81．Jake has been assigned the position of PM of a multi-organizational project. His organization, which is the primary performing organization, has a weak quality policy. The other organizations have no quality policy, Jake should

A. Use the policy for his organization, since his organization is the primary performing organization

B. Ask for additional money from the stakeholders to fund a quality program

C. Seek buy-in from all organizations to fund a quality program

D. Work with the team members from the various organizations and develop a quality policy for the project without telling anyone, to eliminate negative feed back

81. Jake被任命为一个多组织项目的经理。他自己所在的组织承担主要的工作，质量政策比较弱。其他组织没有质量政策，Jake需要：

A. 使用他组织中的质量政策，因为他的组织承担主要的工作

B. 向项目发起人申请额外的经费建立一个质量规则

C. 向所有组织寻求意见组成一个质量规则

D. 与来自各个组织的项目团队成员一起制定项目的质量政策，但为了避免负面影响不告诉其他人

82. What benefits can quality bring to a company?

A. Risk response, learning, risk monitoring, and identifications

B. Quality project, quality product and customer satisfaction

C. customer satisfaction, quality risk analysis, and quantitative risk analysis

D. Quality, cost reducing, and risk control

82．质量能为公司带来什么效益？

A. 风险应对、经验教训、风险监控和认同

B. 优质项目、优质产品和客户满意度

C. 客户满意度、定性风险分析和定量风险分析

D. 质量、成本降低和风险控制

83. At the end of the project, the buyer would like to close the procurements through its authorized contract administrator. What tools and techniques can the project manager use to make sure all requirements for close procurements are met?

A. procurement management plan

B. Lessons learned documentation

C. Procurement audits

D. Seller performance evaluation documentation

83．在结束项目时，买方希望通过其授权的合同管理者结束采购，项目经理可以使用哪项工具或技术来确保所有结束采购中的要求都被满足？

A. 采购管理计划

B. 经验教训文件

C. 采购审计

D. 卖方绩效评估文件

84. A project is in progress and the project manager is working with the quality assurance department to improve stakeholders' confidence that the project will satisfy the quality standards. Before they can begin this process, which of the following do they need to have?

A. Quality problems

B. Results of process Analysis

C. Quality audits

D. Quality management plan

84．项目正在进展之中，项目经理正与质量保证部门一起，致力于提高干系人对项目将要满足质量标准的信心。在开始该过程之前，他们需要下面哪项内容？

A. 质量问题

B. 过程分析的结果

C. 质量审计

D. 质量管理计划

85．Scope validation is different than quality assurance in that:

A. Quality assurance deals with the quality on the project, while scope validation deals with customer acceptance.

B. Scope validation is performed throughout the project and quality assurance is only done during planning.

C. Quality assurance has been considered part of quality planning while scope validation has not.

D. Scope validation is provided to the project management team while quality assurance is provided to the project.

85．确认范围与质量保证的不同之处在于：

A. 质量保证涉及项目质量；而确认范围涉及客户验收

B. 确认范围在整个项目过程中执行，而质量保证仅在规划过程中执行

C. 质量保证被认为是质量管理计划的内容，而确认范围不是

D. 确认范围提供给项目管理团队，而质量保证提供给项目

86. Ability, interest, and cost are characteristics to be considered by the project manager when acquiring the project team. Which of the following inputs demand attention to these characteristics?

A. Roles and responsibilities

B. Organization process assets

C. Staffing management plan

D. Enterprise environmental factors

86．招募项目团队时，能力、兴趣和成本费用都是项目经理需要考虑的特性。下列哪一项输入需要注意这些特性？

A. 角色与责任

B. 组织过程资产

C. 人员配备管理计划

D. 事业环境因素

87. A project manager is successfully completing the project. The team is losing morale because at the end of the project the term will be disbanded. Which task should be undertaken toward the closure of the project?

A. Looking for a new project manager to maintain the team.

B. Planning the release of resources in advance.

C. Asking the line manager to boost morale.

D. Asking the customer to send an official message to thank the team for their hard work.

87．项目经理成功完成项目。由于在项目结束时，团队将会被解散，因此团队丧失士气。项目收尾应执行哪项任务？

A. 找一个新项目，以保留整个团队

B. 提前计划资源的释放

C. 让一线经理激发士气

D. 让客户发送一条正式的信息，感谢团队的辛苦工作

88. Which statement about a deliverable-oriented hierarchical decomposition is true?

A. All deliverables have different hierarchical decomposition levels

B. All deliverables have highest hierarchical decomposition level

C. Different deliverables can have different hierarchical decomposition levels

D. All deliverables have same hierarchical decomposition level

88.有关面向可交付成果的层次结构分解，下列哪种说法是正确的？

A. 所有可交付成果都具有不同的分解层次

B. 所有可交付成果都具有最大的分解层次

C. 不同可交付成果可以具有不同的分解层次

D. 所有可交付成果都具有相同的分解层次

89．What will the project manager need to consider in preparing a coherent risk management plan?

A. Customer risk attitude and organization process assets

B. Scope statement and enterprise environmental factor

C. Risk register and scope statement

D. List of potential responses and the project management plan

89．为了制定一份前后一致的风险管理计划，项目经理需要考虑哪些因素？

A. 客户的风险态度以及组织过程资产

B. 范围说明书和事业环境因素

C. 风险登记册和范围说明书

D. 潜在响应列表和项目管理计划

90．The project manager is completing the project the final product is finished, all defects found to date are corrected and the product is delivered to the client. The project manager announces the end of project. A week later the client contacts the project manager because they found a defect and they want to project manager to repair it. The client claims that the project is not yet closed because they are still testing the product. How does the project manager respond to this situation?

A. Tell the client that the project is finished and there will be no repairs to the defect because warranty period was not defined in the contract.

B. correct the defect and tell the client it's the final repair to defects

C. correct the defect and get formal accept from client

D. Ask the client to send a change request to change the project scope statement

90．项目经理即将完成一个项目：最终产品已经完工，到目前为止发现的所有缺陷都已得到修正，并且产品已经交付给客户。因此，项目经理宣布项目结束。但一周后，由于客户发现了一个缺陷他们便联系项目经理，希望项目经理能进行修理。客户声称项目还未结束，因为他们仍在对产品进行测试。发生这种情况，项目经理应该如何回应？

A. 告诉客户，项目已经完工，由于合同中未规定有任何保修期，因此不会对该缺陷进行修理

B. 修正该缺陷，并告诉客户这是最后一次对缺陷进行修正

C. 修正该缺陷，并获得客户的正式验收

D. 要求客户提交一份变更请求，修改项目范围

91. The project team and other stakeholders are listing and describing the specific project constraints with the characteristics of the product that will limit team's options. Which one of the following processes covers this activity?

A. Create work breakdown structure

B. Control Scope

C. Difine Scope

D. Variance analysis

91．项目团队和其他项目干系人正在列出并描述产品特性有关的项目特定的约束条件，这些特定的约束条件将限制团队的选择。下列哪一个过程包含此项活动？

A. 创建工作分解结构

B. 控制范围

C. 定义范围

D. 偏差分析

92. A formal status report was sent to the client today．It stated that.

1. 25% of the total project is complete.

2. The current cost of the project is $75,000.

3. The project is on schedule and will be completed by December 10.

A team member noted a miscalculation in your figures which will result in an estimated project completion date of December 31．What should you do?

A. Stand by your original estimation

B. Wait until the next report is due and report the changes then

C. Send the client a corrected report

D. Wait until the project is at 75% complete to see if action is even necessary

92．一份正式的项目状态报告在今天提交给了你的客户，报告中指出：

1．项目已完成了全部的25%

2．当前的项目花费为$75,000

3．项目正在按计划进行，并且将于12月10日完成

一名团队成员指出在这份报告中存在错误的估算，这将使估计的项目完成日期推迟到12月31日。你该怎么做？

A．保持你的原始估算

B．等待到下次报告的时间，并在下次报告中更正

C．向客户提交一份更正后的报告

D．等到项目完成75％再看是否真有必要进行更正

93. The project manager is part of a bid team trying to secure an $500 million contract. The project manager has eliminated all but two companies bidding for the work and has to make a final presentation on their best and final offer. Upon entering the room where the presentation will take place, the project manager realizes one of the evaluation panel members was their manager at a previous job. What should the project manager do?

A. Keep quiet and deliver the presentation

B. Advise the evaluation panel and the bid team members of the previous relationship with the panel member.

C. Advise the bid team members only of potential conflicts of interest

D. Deliver the presentation and discuss with the previous manager after meeting

93．项目经理属于投标团队一员，希望得到一笔5亿美元的合同，除了两家公司以外项目经理已经淘汰了所有其它竞标公司，现在必须提供有关最佳期及最终报价的最终陈述。进入陈述的会议室时项目经理发现其中一名评估委员是他上一个工作时的领导，项目经理应该怎么做？

A．保持沉默，提供陈述

B．向评估委员会和投标团队成员说明与该委员会成员之前的关系

C．只把潜在的利益冲突情况告知投标团队成员

D．提供陈述，并在会后与之前的经理讨论

94. One of the project manager's major challenges is organizing and managing the project team in a multi-culture project. What are examples of tools and techniques the project manager could use for this purpose?

A. Observation and conversation, performance appraisals, conflict management.

B. Performance appraisals, conflict management, organization charts.

C. Conflict management, roles and responsibilities, staffing management plan.

D. Issue log, work performance information, roles and responsibilities.

94．在一个多元文化项目中，项目经理面临的主要挑战之一就是组织和管理项目团队。项目经理可以利用以下哪些工具和技术来组织和管理项目团队？

A. 观察和对话、绩效评估、冲突管理

B. 绩效评估、冲突管理、组织图

C. 冲突管理、角色和职责、人员配备管理计划

D. 问题日志、工作绩效信息、角色和职责

95. A project manager is leading a cross-functional team of 12 members, including the project manager. When creating the communication plan, the team identified two additional stakeholders. These two additional stakeholders are the project sponsor and company's vice president. How many potential channels of communication exist?

A. 24

B. 91

C. 14

D. 78

95．项目经理领导着一支包括其本人在内的12名成员组成的跨职能团队。在创建沟通管理计划时，团队确定出两名额外的项目干系人。这两名额外的项目干系人是项目发起人以及公司副总裁。潜在的沟通渠道有多少个？

A. 24

B. 91

C. 14

D. 78

96．Of which part of the following is customer satisfaction?

A. customer management

B. quality management

C. scope management

D. communication management

96．客户满意度是下列哪一个部分的组成因素：

A. 客户管理

B. 质量管理

C. 范围管理

D. 沟通管理

97．A project manager has been assigned to implement new server equipment into a data center. Through a risk workshop, the following two risks have been identified and assessed as highly likely to occur.

1. Equipment is delayed due to shortages of key components.

2. The customer has not initiated preparation of the data center, risking a delay in the project.

What should the project manager do next?

A. Initiate the risk mitigation process

B. Conduct a Monte Carlo analysis.

C. Add to the risk management plan.

D. Initiate risk response planning.

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

1．由于关键部件短缺，导致设备延期。

2．客户还未开始准备数据中心，导致项目延期。

项目经理下一步应该做什么？

A. 启动风险减轻过程

B. 执行蒙特卡洛分析

C. 添加进风险管理计划

D. 启动风险应对计划

98．Project manager is evaluating the risk associated with possible outcomes of a particular project decision. In this case, it is expected that the decision has a 40% chance of resulting in a loss of $50,000, but an 80% chance of realizing a $200,000 profit.

This is an example of what type of risk management process?

A. Perform quantitative risk analysis

B. Perform qualitative risk analysis

C. Plan risk responses

D. Monitor and control risks

98．在项目经理正在评估与某个特定项目决策可能结果有关的风险。在这种情况下，预计该决策有40％的可能性导致$50,000的损失，但是有80%的可能性实现$200,000的利润。这是哪一种风险管理过程的示例？

A. 实施定量风险分析

B. 实施定性风险分析

C. 规划风险应对

D. 监控风险

99．A project manager assigned to a global project was visiting another country to present a revised schedule. The project manager is uncertain about the significance of the "side to side head shake" of the people, erroneously considering this a disagreement. What should the project manager do?

A. The project manager should ask at the end of the meeting about the meaning of the"side to side head shake".

B. The project manager should change personal style to fit the audience.

C. The project manager should express the perceived disagreement and ask for the reason.

D. The project manager should report to management that the revised schedule is not agreed to and must be revised again.

99．项目经理被任命管理一个全球项目，目前他正前往另外一个国家说明修订的进度表。项目经理不能判断当地人"左右摇头"所表示的意思，错误的认为表示不同意。项目经理应该怎么做？

A．在会议结束时，项目经理应该问清楚左右摇头的含义

B．项目经理应该改变个人习惯适应听众

C．项目经理应该表述对不同意的理解并询问原因

D．项目经理应该报告给管理层修改过的进度计划没有被同意必须重新修订

100．A project manager is preparing a plan to implement approved actions and workaround required to minimize the impact of risk events. What is the project manager doing?

A. Risk response plan

B. Project management plan

C. Risk monitoring and control

D. Risk management plan

100．项目经理在制定计划、实施批准行动以及必要的变通解决方法使风险事件的影响达到最小化。项目经理正在做什么？

A．风险应对计划

B．项目管理计划

C．风险监控

D．风险管理计划

101．Jack is a project manager of the executive organization who is going to build 8 storehouses for the owner. When making project plan and planning for the project cost, Jack noticed that the estimated cost for each store house is 80,000. The owner offer 700,000 for every 8 storehouses and 100,000 as the installation fee in addition; which total price is 800,000. What information does Jack's project budget including?

A. the cost of material and manpower used for this project

B. the total cost of the project or 800,000

C. the cost of material plus cost of manpower of 100,000

D. 800, 000 per storehouse

101．杰克是为业主建造8个仓库的执行组织的项目经理。当编制项目计划和相关的项目成本时，杰克发现每个仓库的成本为8万元。业主为每8个仓库出价70万元，外加10万元的安装费，即项目总价为80万元。杰克的项目预算中应包含哪些信息？

A. 杰克所在项目的材料成本和人工成本

B. 项目的全部成本或80万元

C. 材料成本加上10万元人工成本

D. 每个仓库8万元

102．If the Free Float of task B is 12 days and the Total Float is 24 days.Suppose that the very beginning date is postponed for 26 days，what effects would be made for the program's completed date?

A. this task would not be located superior to the critical path

B. the beginning date of the immediately following schedule activities would be postponed 14 days

C. the completed date of the program would be postponed 2 days

D. B&C

102．如果任务B有12天的自由时差，而且有24天的总时差。假设其最早开始日期被推迟26天，那么项目的完工日期将会受到什么影响？

A. 该任务将不再位于关键路径上

B. 紧后活动的开始日期将被延后14天

C. 项目的完工日期将会延后2天

D. B和C

103. Project X is 60% completed, behind schedule and over budget. The sponsor has withdrawn funding due other higher priority projects and the department manager has reassigned all team members to project Y. What should the project manger do?

A. Revise the project management plan to reflect the change in scope.

B. Meeting for project Y.

C. Document and archive lessons learned on Project X.

D. Calculate the EAC and ETC for the Project X,

103．项目X已完成60%，落后于进度且超出预算。由于其他更高优先级的项目，项目发起人已经撤出资金，而且部门经理已经将所有团队成员分配给项目Y。项目经理应该怎么做？

A．修订项目管理计划，把变化反映在范围中。

B．为项目Y召开一次会议。

C．记录并存档项目X的经验教训

D．为项目X计算EAC和ETC

104. A variance report shows (PV)＝$120, (EV)＝$100, and AC=$120.Based on the above, which statement is correct?

A. Behind schedule and on budget

B. Ahead of schedule and over budget

C. Behind schedule and over budget

D. Ahead of schedule and on budget

104．一项偏差报告显示PV=$120, EV=$100和AC=$120。基于上述数据，下列哪种说法是正确的？

A．落后于进度，符合预算

B．超前于进度，超出预算

C．落后于进度，超出预算

D．超前于进度，符合预算

105．What is the method for quantifying qualitative data to minimize the effect of personal prejudice in vendor selection?

A. Risk categorization

B. Screening system

C. Independent estimating

D. Weighting system

105．为了尽可能减少个人偏见对供应商选择所产生的影响，下列哪种是把定性数据定量化的方法？

A. 风险分类

B. 筛选系统

C. 独立估算

D. 加权系统

106．It is doable to transfer risk by using insurance. Suppose that some capital assets total value is 3,000,000. The probability of the assets being destroyed is 2.5%.The insurance fee is 40,000 while to buy insurance. Is it worth to buy insurance?

A. for insurance fee is equal to the likelihood fee that the assets may lost, there is no merit to buy insurance

B. for insurance fee is lower than the lost anticipate fee, it is best to buy Insurance

C. for insurance fee is lower than the lost anticipate fee, it is no good to buy insurance

D. can not judge with the given information

106．与通过使用保险来转移风险是可行的。假设某固定资产总价值是300万元，该资产受到破坏的概率是2.5%。若购买保险，则保险费用是4万元。请问，在这种情况下值得去购买保险吗？

A. 由于保险费用等于资产可能损失的费用，所以购买保险没什么优点

B. 由于保险费用低于损失预期值，所以最好是购买保险

C. 由于保险费用低于损失预期值，所以买保险不可取

D. 从给出的信息无法判断

107．A client requests a scope change request after accepting the design. This change will have a potential impact on several project components. What is the project manager's MOST APPROPRIATE response?

A. Convince client to delay change

B. Analysis infects of schedule and cost due to the change, and have meeting with team members

C. If this change is critical, then implement it and inform the CCB

D. Estimate the cost and schedule affected by the change, get approval before implement

107．客户在接受设计之后提出了一项范围变更请求。这个变更可能对许多项目组成部分产生影响。项目经理最适当的回应是什么？

A. 说服客户推迟变更

B. 对此变更造成费用和进度的影响进行详细的分析，并召开项目团队会议

C. 如果该变更十分关键，则进行变更，并通知变更控制委员会

D. 估算变更对于成本和进度的影响，在实施变更之前获得批准

108．The PM is making a main schedule plan for a project. In order to finish this schedule plan, what information should the PM collect?

A. the date of the main activities.

B. key milestone

C. task description of the summary layer

D. A, B&C

108．项目经理正在为一个项目编制主进度计划。为了完成这个进度计划，项目经理必须收集下述哪些信息？

A. 主要活动的日期

B. 关键里程碑

C. 概要层次的任务描述

D. A. B和C

109．Project manager and PMO efforts aligned with the strategic needs of the organization, but they pursue different objectives. What is the PMO's view compared to that of the project manager.

A. More specific and focused on the specified project objective

B. More general and enterprise wide

C. Almost equal

D. Completely different

109．项目经理和PMO在组织战略需求方面的努力是一致的，但是他们追求的目标不同。与项目经理的观点相比，PMO的意见是怎样的？

A. 更具体，更关注特定项目目标

B. 更全面，站在整个企业角度

C. 凡乎相同

D. 完全不同

110．An organization and a subcontractor have identified a potential positive impact to a project. The project manger is asked to develop a response in dealing with the positive impact. What does the project manager do?

A. Investigate options to create a risk sharing partnership with the subcontractor to manage opportunities.

B. Mitigate the risk to keep the project within scopes. Do nothing and comply with the project charter.

D. Transfer the opportunity to the project sponsor to develop the next steps.

110．一家组织和分包商已经识别出对项目的一项潜在积极影响。项目经理被要求制定应对该积极影响的措施。项目经理需要做什么？

A. 调查选择方案，与分包商建立风险分享合作关系，共同管理机会。

B. 减轻风险，保证项目处于范围之内。

C. 什么都不做，遵守项目章程。

D. 将该机会提交给项目发起人制定下一步措施。

111．The examination of a work product to determine if it conforms to standards is what type of quality control technique?

A. Defect repair review

B. Run chart

C. Inspection

D. Quality checklists

111．检查工作产品以确定是否符合标准，这属于哪种质量控制技术类型？

A. 缺陷补救评审

B. 趋势图

C. 检查

D. 质量核对表

112．What function does the staffing management plan serve?

A. It describes project roles and responsibilities.

B. It is an organization chart that shows which organizational units are responsible for which work packages.

C. It describes when and how human resources will be brought onto and taken off of the project team.

D. It contains written outlines by job title of the competencies, responsibilities, and authority of a given job.

112．人员配备管理计划有什么功能？

A. 它描述项目角色和责任。

B. 它是一份组织图，表明哪个组织单元负责哪个工作包

C. 它描述人力资源被派遣和撤出项目的时间和方法

D. 它包括职位名称的书面提纲，这些职位名称依据能力、责任和给定工作的授权决定

113. During the project execution phase, the project manager realizes that a task on the critical path is delayed.The project manager decides to fast track the critical path activities. What is likely to be the impact of this decision on the project?

A. The project will be on schedule but cost and risk will be higher.

B. The project will be within the budget but time and risk will be higher.

C. The project will have less risk but cost and time will be higher.

D. The project will be on schedule and within budget but risk will be higher.

113．在项目执行阶段，项目经理意识到关键路线上的某个任务延期了。项目经理决定快速跟进关键路线活动。这项决定对项目的可能影响是什么？

A. 项目将与进度保持一致，但是成本和风险都将比较高。

B. 项目将保持在预算内，但是时间和风险都将比较高。

C. 项目的风险较低，但是成本和时间都将比较高。

D. 项目将与进度保持一致，并将保持在预算之内，但是风险比较高。

114. Normally it becomes more difficult to change the project schedule in the late period of project. The reason is-.

A. The chance for change is less

B. Customer require the change

C. The cost of change is higher

D. The customer do not allow change

114．项目后期修正进度往往变得更加困难，其原因是：

A. 更改的机会减少

B. 客户提出变更

C. 变更的成本更高

D. 客户不允许变更

115．Company ABC adopt year-summary for depreciation of asset. They spent $ll,000 purchasing one computer．It is estimated that the computer can be sold with $2，000three years later. Thus, how much will be the asset depreciation of this computer in year three？

A. 5000

B. 4500

C. 7500

D. 2500

115. ABC公司通常用年和法来计算资产的折旧。他们花1.7万元买了一台计算机，估计三年后能卖2000元。那么第三年的折旧是多少？

A. 5000元

B. 4500元

C. 7500元

D. 2500元

116．The project stakeholder add ten more additional activities to the project. What will this impact the CPI？

A. CPI will become better

B. CPI will become worse

C. CPI will keep the same

D. No way to confirm

116．一个项目的CPI比较稳定。项目发起人增加了十个附加活动，对该项目的CPI有什么影响？

A. CPI变好

B. CPI变坏

C. CPI不变

D. 无法确定

117．A project is made of three activities. Activity A is lasting for 5 weeks, activity B is lasting for 6 weeks, activity C is lasting for 7 weeks, the taxis is A-B-C. While It will take 1 week for

resource distribution of activity B, and activity C will start in one week after the beginning of activity B. What is the shortest time limit for this project?

A. 12 weeks

B. 13 weeks

C. 14 weeks

D. 16 weeks

117．一个项目由三个活动组成。A活动历时5周，B活动历时6周，C活动历时7周。活动排序为A-B-C. 但是，活动B的资源分配要1周，C在B活动开始1周后开始。则该项目最短工期是多少？

A. 12周

B. 13周

C. 14周

D. 16周

118．A new project manager is assigned to a project that is already in progress. Because there are so many resources involved, the new project manager is confused about who does what. What document can the new project manager consult to clear their confusion?

A. Project organization chart

B. Organization breakdown structure

C. Responsibility assignment matrix

D. Resource breakdown structure

118．一名新的项目经理被任命管理一个项目，而该项目已经在进行中。由于涉及到的资源非常多，新的项目经理弄不清楚每个人的职责范围。新的项目经理可以参阅什么文件来解除他的困惑？

A. 项目组织图

B. 组织分解结构

C. 责任分配矩阵

D. 资源分解结构

119. Which of the following describes the amount of individual resources required for an existing schedule during specific time periods?

A. Resource histogram

B. Resource loading

C. Resource leveling

D. Resource planning

119．下列哪一项描述了现有进度表的特定时间段内对个别资源的需求量？

A. 资源直方图

B. 资源负荷

C. 资源平衡

D. 资源规划

120．the contractor informed you that a project had been delayed for 6 weeks, what should you do?

A. Carry through planning risk management

B. Execute an emergency plan

C. Ask the contractor to crash

D. Replace the contractor

120．承包商通知你，一个项目的进度拖延了6周，你应该怎么做？

A. 进行规划风险管理

B. 执行应急计划

C. 要求承包商赶工

D. 更换承包商

121．A project manager is in the planning stage of the project and is trying to determine the information needs of the stakeholders. Which tool or technique will the project manager use?

A. Communications management plan

B. Communication technology

C. Expert judgment

D. Information gathering and retrieval systems

121．项目经理目前正在处于项目规划阶段，努力确定项目干系人的信息需求。项目经理将使用下列哪一项工具或技术？

A. 沟通管理计划

B. 沟通技术

C. 专家判断

D. 信息收集和检索系统

122．The project stakeholder reduced the project budget. PM shall ____ ?

A. Implement risk management.

B. Inform the project stakeholder that the project can not be continued any more.

C. Communicate with customer to discuss the change of scope.

D. Make the new cost performance baseline within the reduced budget

122．因为项目发起人将项目预算减少了，PM应该：

A. 进行风险管理

B. 通知项目发起人项目无法再进行下去

C. 与客户沟通，商讨范围变更

D. 在减少后的预算内重新制定成本绩效基准

123. The project manager of a complex project is working on planning risk response activities. As an expert in risk management, the project manager considers risk transfer options. What is the primary effect of risk transference?

A. Project manager will not be in charge of the project production.

B. Additional cost may be paid to who will be in charge of the risk.

C. May be transferring the project management responsibilities to who will be in charge of the risk.

D. Project manager cannot do risk transfer.

123．一个复杂项目的项目经理目前正在从事风险对应规划活动。做为风险管理方面的专家，项目经理考虑选择风险转移方案。风险转移的主要影响是什么？

A．项目经理不再负责项目成果

B．涉及到为承担风险的一方支付额外费用

C．涉及向承担风险的一方转移项目管理责任

D．项目经理不能执行风险转移

124. A project manager would like to monitor the effectiveness of quality assurance on a project. What tool and technique should they implement to do this?

A. Quality metrics

B. Quality analysis

C. Quality control

D. Quality audits

124．项目经理希望监控项目质量保证的有效性。要做到这一点，他们应该实施哪项工具和技术？

A．质量矩阵

B．质量分析

C．质量控制

D．质量审计

125. The project team is required to comply with government regulations and union contracts. The project manager has identified the strategy for its implementation. Which plan should be updated with this strategy?

A. Staffing management plan

B. Risk management plan

C. Project management plan

D. Communication management plan

125．项目团队被要求遵守政府法规和劳工合同。项目经理已经确定了实施战略。下列哪一项计划应跟随战略更新？

A．人员配备管理计划

B．风险管理计划

C．项目管理计划

D．沟通管理计划

126. Your project team has encountered a problem never before encountered by any team member. You need to generate possible solution. Which tool or technique below would you use?

A. Mind-mapping

B. Earned value analysis

C. Master production scheduling

D. Time-phasing

126．您的项目团队遇到一个任何成员以前都未遭遇过的问题。您需要为可能的解决方案出谋划策。您愿意使用下列哪种工具？

A．思维导图

B．挣值分析

C．主生产进度规划

D．时序划分

127. A company has appointed a project manager to a new project. Which of the following would be used as input by the project manager to develop project management plan?

A. Project management plan (updates)

B. Requirements management plan

C. Project chart

D. Work breakdown structure

127．公司任命一名项目经理管理一个新项目。项目经理可使用下列哪一项作为制定项目管理计划的依据？

A．项目管理计划（更新）

B．需求管理计划

C．项目章程

D．工作分解结构

128. At the project closure, one of the contracts is still open because the customer is on a business trip. The project manager is already assigned to new project and must close this project as soon as possible. What should the project manager

A. Close the project and pass the contract to the company's finance department.

B. Close the project but have the contract under the project manager's supervision until the project is closed.

C. Delay the project closure and stay on it until the contract is formally signed and closed.

D. Ask the PMO to assign a temporary project manager for this project until the contract is closed.

128．项目收尾时，由于客户出差，其中一个合同仍未结束。项目经理已经被分配管理新的项目，必须尽快结束这个项目。项目经理应该怎么做？

A．执行收尾，将合同交给公司的财务部

B．执行收尾，但是在项目结束前，合同由项目经理监管

C．延迟项目收尾，并继续在此项目工作，直到合同正式签署结束为止

D．让PMO为该项目指派一名临时项目经理，直至合同结束为止

129．An organization is considering a project opinion which will cost$100, 000 and take 6 months to deliver. It is foreseen that benefits will start being delivered at month 7 providing $20,000 per month. What is the payback period?

A. Information is insufficient

B.11 months

C. 5 months

D. 6 months

129．一个组织正在考虑一个项目方案，这个项目将耗资$100,000，用6个月交付。他们预测项目将从第7个月开始赢利，而后每个月赢利$20,000。项目的回收期是多长时间？

A. 信息不足

B. 11个月

C. 5个月

D. 6个月

130. The cost reserve should be：

A. Hidden to prevent management from disallowing the reserve

B. Added to each task to preserve the customer from knowing that a reserve exists

C. Maintained by management to cover cost overruns

D. Added to the base costs of the project to account for risks

130．成本储备应：

A. 隐蔽，以防止管理层不批准该项资金

B. 加到每项任务上，以防止客户知道该储备金的存在

C. 由管理层掌握，用来填补成本超支

D. 加到项目的基本成本上，用来解决风险问题

131. The difference of NPV and EPV is?

A. NPV has taken risks into consideration；EPV hasn't.

B. EPV has taken risks into consideration；NPV hasn't.

C. NPV is used for operation with technology compression; EPV is used for operation with labor compression,

D. EPV is used for operation with technology compression; NPV is used for operation with labor compression.

131. NPV与EPV的区别在于：

A. NPV考虑了风险；EPV没有考虑风险

B. EPV考虑了风险；NPV没有考虑风险

C. NPV用于技术密集型组织；EPV用于人工密集型组织

D. EPV用于技术密集型组织；NPV用于人工密集型组织

132．Which of the follow methods of risk quantitative analysis has taken the decision maker's attitude to risk into consideration？

A.　Sensitivity analysis

B.　Utility theory

C.　Monte Carlo method

D.　Decision theory

132．在以下的风险量化方法中，哪一个考虑了决策者面对风险的态度？

A. 灵敏性分析（Sensitivity analysis)

B. 效用理论（Utility theory)

C. 蒙特卡罗方法（Monte Carlo method)

D. 决策理论（Decision theory)

133. which technology is usually used in identifying risks？

A. Resources histogram

B. Pareto Chart

C. Scatter chart

D. Delphi technique method

133．识别风险中最常用的技术是什么？

A. 资源直方图

B. 帕累托图

C. 散点图

D. 德尔菲技术

134. Which contract type is a purchase order?

A. Time and material

B. CPFF

C. Cost-reimbursable

D. Firm fixed-price

134．采购订单属于哪一种合同类型？

A. 工料合同

B. 成本加固定酬金合同

C. 成本补偿合同

D. 固定总价合同

135．Which of the following statements is true：

A. Properly operated projects often go through progressive elaboration，not remaining fixed even though the scope has been defined and agreed.

B. The project to create the Sanxia（three-Gorges）Dam can't be considered temporary because of the operations such as power generation，transformation of electric power，transportation，etc. are following after the Dam has been completed.

C. Projects can go on indefinitely when there is support and maintenance involved

D. Projects are not unique because there is always some aspect that has been done before.

135．下列哪项是正确的？

A. 尽管项目范围经过了定义和批准，但正常运行的项目通常要经过渐进明细的过程，并非保持不变

B. 因为大坝完成后尚有如发电、电力输送和运输等日常运营工作，所以建造三峡大坝的项目不能认为是临时性的

C. 当涉及支持和维护时，项目可能一直持续，没有一个明确的结束时间

D. 项目不是独特的，因为总是有某些方面是以前做过的

136. While writing a project bid, a project manager realized that the customer requires work well outside the competencies of the project manager's company. What should the project manager do?

A. Complete the proposal response and ignore the conflict of alignment.

B. Delay the proposal response and ask for more time from the client.

C. Bring the issue to the attention of the business manager and recommend that the proposal do not receive a response.

D. Complete writing the proposal response and alert the client about the lack of past experience.

136. 在编写项目标书时，项目经理意识到客户对工作的要求超出项目经理所在公司的能力范围，项目经理应该怎么做？

A. 完成建议书并提交，并忽略冲突

B. 延迟建议书提交，向客户争取更多的时间

C. 引起投标经理的关注并建议放弃提交建议书

D. 完成建议书撰写并提醒客户关于以往经验的缺乏

137. The project plan is important in change control because it

A. Provides the baseline against which changes are managed

B. Provides information on project performance

C. Alerts the project team to issues that may cause problems in the future

D. Is expected to change throughout the project

137. 在变更控制中项目计划很重要，是因为项目计划：

A. 提供了变更管理的基准线

B. 提供了有关项目业绩的信息

C. .警示项目团队在将来可能产生问题的方面

D. 被预期在项目整个过程中会变更

138．Prior to client validating scope, and without proper initiation, functional manager A advises his resources to begin work on your project. By chance, one of the resources talks to your client and advises him that the project is progressing well and going to be completed on schedule. The client is puzzled by this and questions why work was begun prior to sign-off. Your best immediate response is to：

A. Honestly explain to your client that a mistake has been made and that you'll do whatever you can to rectify the situation

B. Advise the client that the resource was mistaken and was confused with another client's project

C. Advise the client that the resource was mistaken and no work has begun on their project

D. Refer the client to a senior staffer as you were unaware of the situation

138．在客户没有完成确认范围的情况下，未经正式启动，职能经理A告知他的下属开始项目工作。恰巧，其中一名成员告诉了你的客户，项目开展的很好并且将如期完成。客户对此感到不解，向你询问为什么在签字之前工作已经开始了。你最好的回答应该是：

A. 诚实地告知客户项目确实发生了错误，你将尽全力纠正这一情况

B. 告诉客户，该成员搞错了，他和另一项目搞混了

C. 告诉客户，该成员搞错了，项目工作没有开始

D. 让客户去找另一位高级职员，因为你不知道这一情况

139. In the initiation phase of your project, it is apparent that fuctions within the client's company have significantly different views on how the project should be structured and how the deliverables should be defined. Which of the following is the BEST thing to do?

A. Ask the client when they will be in agreement don the project requirements.

B. Work with the leadership from each area to collaboratively engineer a mutually acceptable solution.

C. Make sure the items and conditions of the contract are clear.

D. List the consequences of changes in the contract's requirements section.

139．在项目的启动阶段，客户公司内部明显存在对项目应如何构建和如何定义可交付成果的不同观点。以下哪项是最佳的做法？

A. 问客户何时能就项目要求达成一致

B. 与各领域的领导层合作，设计一个项目都能接受的解决方案

C. 确保合同条款清楚

D. 在合同条款中列出变更的后果

140. At project completion, the project manager reports the project is successful, but the sponsor disagrees. Where would the project manager find the project acceptance criteria?

A. Project quality metrics

B. Work breakdown structure

C. Project scope statement

D. Project charter

140．在项目结束时，项目经理报告项目成功，但发起人不同意。项目经理从哪里获得项目验收标准？

A. 项目测量标准

B. 工作分解结构

C. 项目范围说明书

D. 项目章程

141．The project manager has discovered that the customer is related to one of the team members. The project deadline is in jeopardy and in order to meet the deadline, this team member offers to influence the customer to gain acceptance on a key deliverable.

What should the project manager do?

A. Report the incident in the lessons learned database.

B. Fire the team member immediately.

C. If the customer is aware of the problem, accept the offer.

D. Decline the offer and inform the customer about the issue.

141．项目经理发现客户与其中一名团队成员有关系，项目期限告急，为了满足期限要求，该名团队成员提议向客户施加影响，以获得某项关键可交付成果的验收。项目经理应该怎么做？

A．将该事件在经验教训数据库中汇报

B．立即开除该团队成员

C．如果客户知道这个问题，接受该提议

D．拒绝该提议，通知客户相关问题

142．You are eating lunch with a group of business professionals from New England. Everyone has ordered soup as an appetizer. As you begin to eat，you hear a sound that you find quite irritating: 10 people are slurping soup at the same time. People in your country simply do not eat this way. You are taught to eat silently. Yet as you sit, you realize that your business partners have been taught to eat in a much different manner than you were. You say to yourself, "Here is my first confrontation with cultural differences." Then you begin slurping as well.You have put aside you personal prejudices and have moved on to the next step, which is to

A. Integrate others'worlds into your own

B. Look globally for new ideas

C. Be open to change

D. Understand and value others

142．你和一群来自英格兰的商业伙伴共进午餐。所有人都点了汤作为开胃品。在你开始喝汤时，你听见10人同时喝汤的声音很大，让你感觉非常不舒服。因为你们国家的人从来不这样喝汤，你们习惯于安静的进食。然而当你坐下来，你发现你的生意伙伴的吃饭习惯与你完全不同。你对自己说："这是我第一次面对文化差异的问题。"接着你也开始大声的喝汤。你已经放下个人偏见并走向了下一步，这下一步就是：

A．把别人的世界统一到你的世界中

B．从宏观的角度寻找新的观点

C．保持开放的态度，乐于变更

D．理解并尊重别人

143. A company will be replacing its integrated systems after 10 years of service from a legacy platform that no longer meets market needs. During project planning, managers identify a more flexible pricing structure as a key requirement. Senior managers have not yet decided how to meet this requirement but agree it is strategically correct. During project execution, changes in the pricing structure will require frequent rework and retesting. Which of the following is an element of the project plan that addresses this in a systemic way?

A, A quality policy requiring project changes to be approved by senior managers

B. A risk response plan that would identify risks from new requirements

C. A staff augmentation plan to implement pricing structure changes

D. A scope statement with detailed requirements for implementation

143．一家公司将更换使用了10年、不再符合市场需求基于旧平台的集成系统。在项目规划期间，管理人员将一个更灵活的价格结构作为关键需求。高级管理人员还末决定如何满足这项需求，但是同意该需求的战略正确性。在项目执行期间，价格结构的变更将要求频繁的返工和重新测试。下列哪项项目计划元素能够系统的解决这些问题？

A．项目变更需要获得高级管理人员批准的质量政策

B．能够从新需求中识别风险的风险应对计划

C．实施价格结构变更的人员增加计划

D．具有详细实施需求的范围说明书

144. A newly hired project manager is assigned three projects to close. The projects have been completed and a final review is to be performed. The project manager discovers that none of the five phase reviews were performed to have a go/no-go decision.

What should be done?

A. Identify all completed documents and declare the projects closed.

B. Call a meeting of stakeholders of each project to plan phase reviews that were missed.

C. Confirm documents validating completion and acceptance of deliverable for each phase.

document lessons learned, conduct a final review of it all and archive the project documents.

D. Closing of this project does add any value and is a waste of time that can be applied to other projects.

144．一位新雇用的项目经理接受任命管理三个收尾项目。这些项目都已完成，正要进行最终审查。可项目经理发现，在项目的五个阶段中，没有任何一个是在执行审查的基础上做出继续／不继续的决定。应该做什么？

A．确认所有完成的文档并宣布项目结束。

B．召集每个项目的干系人开会，计划弥补遗漏的项目阶段审查。

C．确认文档审核完成以及每个阶段可交付成果的验收、记录经验教训、对所有项目执行最终审查并存档项目文档。

D．这些项目收尾工作不会增加任何价值，且浪费了可应用于其他项目的时间。

145．You are working on establishing a joint venture with a Korean firm for a large re-training program. During your first conversation with the company president, you mention that you know how to spell several words in Hangul. He is pleasantly surprised that you are familiar with the language, and your relationship begins favorably. Which one of the following traits best identifies the disclosure of your knowledge of his language？

A. Confident humility

B. Authentic flexibility

C. Aggressive insight

D. Positive aggrandizement

145．你在与一家韩国企业组建一个联营体以便完成一个大型网络培训的项目。在你与公司的总裁举行的第一次会议中，你提到自己懂得一些韩语。他对此感到非常高兴，你们的关系也变得更加融洽。下列哪项特征最明确的说明了你了解他们语言的目的？

A．不卑不亢

B．可信的灵活性

C．敏锐的洞察力

D．积极的强化

146. Which of the following techniques is the BEST way to determine project objectives？

A. Delphi

B. Earned value

C. Expert interviews

D. Pareto

146．下列哪项技术是确定项目目标的最佳方法？

A. 德尔菲技术

B. 挣值

C. 专家访谈

D. 帕累托图

147．In comparing the Project Life Cycle，the Project Management Life Cycle and Product Life Cycle，which of the following is most true？

A. The project life cycle changes and evolves with the project

B. The project management life cycle is unique to every project

C. The project life cycle is can be referred to as the Project Management Life Cycle

D. A product life cycle typically involves more than one project life cycle

147．把项目生命周期、项目管理生命周期和产品生命周期做比较，下列哪项是最正确的？

A. 项目生命周期通常随着项目变化和发展

B. 项目管理生命周期对于每个项目都是独特的

C. 项目生命周期可以称作项目管理生命周期

D. 典型的产品生命周期包括一个以上的项目生命周期

148. An organization is considering developing and using a maturity model for project management. What is the major reason for using this type of model?

A. Help the organization improve its project processes and systems.

B. Satisfy governmental regulations.

C. Satisfy financial regulations.

D. Help the organization compete in the global marketplace.

148．一个组织正在考虑开发并使用一个成熟模型进行项目管理。使用这种模型的主要原因是什么？

A. 帮助组织改善项目过程和系统

B. 符合政府法规

C. 符合财务制度

D. 帮助组织在全球市场竞争

149．You are a new project manager for company B. You previously work for company A that had an extensive project management practice. Company B has its own procedures but you are more familiar with those from company A. You should.

A. use the practices from company A but include any forms from company B.

B. use the practices from company B and begin to instruct them on ways to upgrade their own．

C. talk about changes to the change control board of company B.

D. interact with others in an ethical way by sharing the good aspects of company A's procedures.

149．你是公司B的一个新项目经理。你以前为有丰富项目管理实践的公司A工作。公司B有自己的程序，但是你更熟悉公司A的程序。你应该：

A. 使用公司A的实践经验，但是使用公司B的形式

B. 使用公司B的实践经验并开始对它们进行升级更新

C. 与公司B的变更控制委员会讨论变更的事宜

D. 以讲道德的方式，与其他人分享A公司的流程中的好的方面

150. The contract SOW can be revised or refined up until what point in the procurement process?

A. Until the planning is completed

B. Until the project is completed

C. There is no time cap.

D. Until the contract is signed.

150．在采购过程的哪个点才能修订或改进合同工作说明书？

A. 规划完成后

B. 项目完成后

C. 没有时间限制

D. 合同签署后

151．Project manager is managing a five months' project with cost-reimbursable contract and has a total of 500 tasks, of which 100 are completed after two months. All tasks cost and duration are equally dispersed over the months. The following diagram expresses the performance.

How many more months would the project manager expect to finish the project?

A. Four months

B. Five months

C. Eight months

D. Ten months

151．项目经理管理一个为期五个月的成本补偿合同的项目，项目已经运作了二个月，总共有500个任务，其中100个已经完工。所有任务在费用与持续时间方面都很相似，且在这几个月中分布相同。以下图表说明了绩效，项目经理预计还需要几个月才能完成项目？

A. 四个月

B. 五个月

C. 八个月

D. 十个月
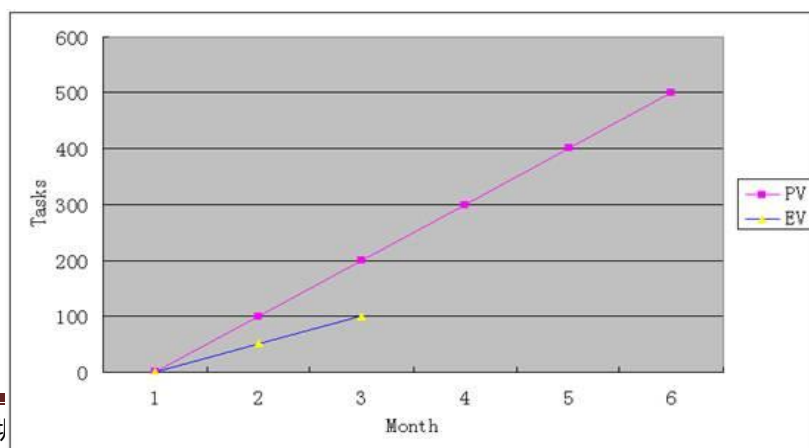
152. In which project document should the result of revised stakeholder risk tolerances be recorded?

A. Project charter

B. project scope statement

C. Risk management plan

D. Risk register

152. 下列哪一份项目文件中记录干系人风险容忍度的修订结果？

A. 项目章程

B. 项目范围说明书

C. 风险管理计划

D. 风险登记册

153．Your boss，the vice president of research at your electronic system development firm，defines success on the project as providing "state-of-the-art" development．The vice president of marketing defines it as "world-class primarily." The vice-president of engineering，who is the customer for this project，is primarily concerned with new features。

Which of the following BEST describes what should you do?

A. Make sure the requirements are defined in measurable terms.

B. Concentrate on new features

C. Identify additional stakeholders that want new features to shift the balance in that direction

D. Concentrate on making the project state-of-the-art

153．你的上司（你所在的电子系统开发公司的研发副总裁）把项目的成功定义为提供开发的"最佳艺术"。市场营销副总裁主要关注的是"全球领先的产品"。技术副总裁（他是这个项目的客户）主要关注的是新特性。下列哪项最恰当地描述了你所应做的？

A．确保要求被定义为可测量的条款

B．集中精力于新特性

C．确定需要新特性的额外项目干系人，以便朝那个方向平衡

D．集中精力把项目做成最新技术

154. A project team is comprised of vendors and internal users all over the globe. A high-level plan was drafted during the kick-off meeting but the project manager needs to draft, discuss and finalize an integrated, detailed plan. What is the MOST efficient way to complete the integrated plan?

A. Bring all team members together in one location to draft, discuss and finalize the plan.

B. Ask the team leads to collect inputs and send them to the project manager. The project manager drafts the integrated plan and sends it to all the team members. The project manager then holds a video conference to finalize the plan with team consensus.

C. Bring the leads into one location and conference call in other team members.

D. Ask the team leads to send their inputs. The project manager drafts and finalizes the plan with no need for review by the team.

154．一个项目团队是由供应商和分布在全球范围的内部用户组成的。在项目启动会议上起草了一份概要计划，但是项目经理还需要起草、讨论并最终确定一份整体、详尽的计划。下列哪一项是完成这份整体计划的最有效方法？

A．召集所有团队成员在同一地点起草、讨论并最终确定计划。

B．要求各团队领导收集建议，并发送给项目经理。项目经理起草整体计划，并将其发送给所有团队成员。然后，项目经理召开视频会议，在团队一致同意的情况下最终确定计划。

C．召集项目各团队领导在同一地点，与其他团队成员召开电话会议。

D．要求项目各团队领导发送建议。项目经理起草并最终确定计划，而无需让团队审查。

155．A project manager is planning a project when he discovers that the project has many different phases, and each phase must be done in a sequence. What is the BEST thing the project manager can do？

A. Obtain a charter for each phase

B. Make sure the WBS has tasks that include extra team meeting

C. Make sure each team member know how their tasks interact with other tasks

D. Make sure the communication plan addresses interdependencies

155．一个项目经理在计划项目时发现项目有许多不同的阶段，并且每个阶段必须按一个顺序来进行。这个项目经理最好应该怎么做？

A．获得每个阶段的章程

B．确认RBS有包括额外团队会议的任务

C．确保每个团队成员都知道他们的任务与其他任务如何相互影响

D．确保沟通计划强调了相互依赖关系

156．Which of the following is true？

A. An experienced project manager will avoid project that contain uncertainty

B. There can be a project life cycle stage before the actual and approval to proceed with the project

C. Risk is always highest toward the end of a project when time is running out

D. A project don't really finish because the product and/or services that were delivered need supporting

156．下列说法，哪项是正确的？

A．一个有经验的项目经理会避免含有不确定性的项目

B．在实际决策和批准项目进行之前可以有一个项目生命周期阶段

C．项目在接近结束时的风险总是最高

D．因为所交付的产品或服务需要支持，所以一个项目没有真正的结束

157. A project manager is responsible for a large project and has developed the work breakdown structure. What does the structure include?

A Critical path

B. Scope of the project

C. Cost estimation

D. Task /resource assignments

157．当一位项目经理受命进行一个大型项目，并创建了工作分解结构时，该结构包括？

A. 关键路径

B. 项目范围

C. 成本估算

D. 任务／资源分配

158．During project closure a project sponsor complains that the project did not increase the department's knowledge of Java programming and therefore, the project is not complete. The customer has accepted the project.　The project manager determines that all stated objective and deliverables have been met. He does not find　evidence　that　Java programming　was　an　objective．A review of project correspondence shows no mention of the deliverable. The project manager should:

A. close project

B. re-plan the project to include the new objective

C. meet with the team to discuss the issue and find a resolution

D. get the project stakeholders involved to help resolve the issue

158．在项目收尾期间，一个项目发起人抱怨说，项目并没有提高部门Java编程的知识，因此，项目并没有完成。客户已经接受了该项目。项目经理确定所有的规定的目标和可交付成果都已经达到。他并没有找到Java编程是一个目标的证据。对项目的来往信函的审核表明没有提到该可交付成果。这个项目经理应：

A. 结束项目

B. 重新计划项目，把新目标纳入计划

C. 与团队开会讨论这个问题并找出解决方案

D. 请项目干系人参与，帮助解决这个问题

159. When evaluating a proposal, which of the following is a valid evaluation criteria?

A. Acceptance criteria

B. Procurement process

C. Financial capacity

D. Procurement assurance plan

159．评估一份建议书时，下列哪一项是有效评估标准？

A. 验收标准

B. 采购过程

C. 财务能力

D. 采购保证计划

160. The inter-county connector highway had been in the proposed stage for decades. Neighborhoods have been concerned about ecological impacts, congestion, pollution and noise. In order to gain acceptance, certain community specifications need to be met. Finally, the community and local government have reached an agreement and the project is officially progressing. In order for the project to be successful, what must the project manager do?

A. Continuously solicit input from community stakeholders.

B. Obtain legal representation in case specifications are not met.

C. Communicate with community stakeholders regarding how the specifications are being met.

D. Increase the budget since materials will be more costly,

160．县际高速公路项目处于提案阶段已有几十年。附近地区的群众都非常关心生态影响、交通堵塞、环境污染以及噪音等问题，为了能被接受，提案需要满足一定的社区具体需求。最终，社区和当地政府达成了一项协议让项目得以正式进行。为了让项目获得成功，项目经理必须做什么？

A. 不断征求社区项目干系人的意见

B. 聘请法律代表，应对与具体需求不符合的情况

C. 就如何符合具体需求问题，与社区项目千系人沟通

D. 增加预算，因为材料可能会更贵

161．In which document include the product or service according to the contract?

A. material list

B. Project plan

C. Work statement

D. work breakdown structure（WBS）

161．下列哪份文件说明了含有按合同规定所要提供的产品或服务？

A. 物料清单

B. 项目计划

C. 工作说明书

D. 工作分解结构（WBS)

162．Most project life cycle explanation have some common characteristics:

A. project phase always ranking from beginning to end, commonly confirm by some sort of technology information transfer or technology parts handover.   Human source devotion and fee is low from the beginning and higher as follow, quickly dropped at the end of the project.

B. at the beginning of the project, project advantages and disadvantages stakeholder has the strongest force to the project product finally characteristic and project final行cost, with the project performance, this effect is weaken step by step

C. at the beginning of the project, the possibility of accomplish the project successfully is the lowest, while the risk and uncertainty is highest. As for project performance, the possibility of accomplish the project commonly ascend gradually.

D. A, B and C

162. 大多数项目生命周期被证明具有若干共同特点：

A. 项目阶段一般按顺序首尾衔接，通常根据某种形式的技术信息传递或技术部件交接来确定。人力投入和费用，开始时低，随之增高，在项目接近收尾时迅速下降

B. 项目开始时，项目干系人对项目产品最后特点和项目最后成本的影响力最强，随项目进展，这种影响逐步减弱

C. 项目开始时，成功完成项目的可能性最低，因此风险和不确定性最高。随项目进展，成功完成项目的可能性通常都逐渐上升

D. A, B和C

163．In order to achieve the project, project group must：

A. Select appropriate processes required to meet the project objectives,

B. Comply with requirements to meet stakeholder needs and expectations

C. Balance the competing demands of scope, time, cost, quality, resources, and risk to produce the specified product, service, or result.

D. A, B and C

163．为了使项目取得成功，项目团队必须:

A. 选择适用的过程来实现项目目标。

B. 遵守要求以满足干系人的需要和期望

C. 平衡对范围、时间、成本、质量、资源和风险的相互竞争的要求，以完成特定的产品、服务或成果

D. A, B和C

164．The project sponsor advises the project manager that there has been a change in the organizational structure. What should the project manager do next?

A. Inform the sponsor that it will cost more to make changes.

B. Request that the sponsor conform to the integrated change control process.

C. Update the communications plan to reflect the new structure.

D. Organize a meeting with the new stakeholder group.

164．项目发起人通知项目经理组织结构发生了一项变更。项目经理下一步应该怎么做？

A. 通知发起人，变更将会增加成本

B. 要求项目发起人符合整体变更控制过程

C. 更新沟通计划，反映新的结构

D. 组织与新的项目干系人群体的会议

165．Which of the following is easier to make contract scope change？

A. Fixed-price

B. Fixed-Plus-Incentive-Fee

C. Cost-Plus-Fee

D. None of the above

165．在以下哪种合同中，更容易进行合同范围变更？

A. 固定价格

B. 固定价格加激励费

C. 成本加酬金

D. 以上都不是

166．Which of the following contract type is made of Target Cost、Profit、Ceiling Prices、Shared Ratio or Risk?

A. Fixed-Plus-Incentive-Fee

B. Time and Material

C. Cost-Plus-Fixed-Fee

D. Fixed-price

166. 下列哪种合同类型是由目标成本（Target Cost)、利润（Profit)、最高价（Ceiling Prices)、共享比率（Shared Ratio）或风险（Risk）组成？

A. 固定价加激励费

B. 工料

C. 成本加固定费

D. 固定总价

167. The project manager of a software application development project suspects that one of the programmers on project is likely to quit in the future. What could bean effective contingency plan to counter this perceived risk?

A. Hire additional programmers as a contingency measure to take over when this risk materializes.

B. Have another developer work with the programmer, capturing the code while it is written and debrief frequently.

C. Talk to the programmer and ask them to sign an undertaking not to quit during the project.

D. Replace the programmer with another competent developer who is not likely to quit.

167．一个软件应用程序开发项目的项目经理怀疑项目中的一名程序员将来有可能辞职。若要应对这个事先意识到的风险，有效的应急计划是什么？

A. 雇佣额外的程序员作为应急措施，在这个风险发生时接替辞职的程序员

B. 让另一名开发人员与该程序员一起工作，获取已写好的代码并经常询问情况

C. 与程序员谈话，让他签署一份在项目期间不辞职的承诺书

D. 安排另一个能胜任且不准备辞职的程序员替换他

168. The project manager of a large project performs a review of the contract and finds a need to perform changes prior to contract closure. What is the process to be for this case?

A. Inform the project sponsor.

B. Follow the claims administration process.

C. Follow the change control process.

D. Inform the procurement team.

168．一个大型项目的项目经理在执行合同评审时发现在合同收尾之前需要执行变更。在这种情况应遵循什么过程？

A. 通知项目发起人

B. 遵循索赔管理过程

C. 遵循变更控制过程

D. 通知采购团队

169. A project manager provides senior management with a status report. The project manager has developed a CPM diagram showing two activities with negative total slack. Which of the following conclusions can management derive from this analysis?

A. The two activities are critical activities of the project.

B. The project manager has miscalculated because it is possible to have at most one activity with negative slack.

C. Late finish is less than late start for both activities.

D. The project is progressing ahead of schedule since there are already activities with negative slack.

169．项目经理向高级管理层提供了一份状态报告。项目经理制作了一幅CPM图，其中显示有两项活动的总浮动时间是负的。从该项分析中，管理层可以得出下列哪一项结论？

A. 这两项活动是项目的关键活动。

B. 项目经理计算错误，因为最多只有一项可能浮动时间为负。

C. 两项活动的最晚结束时间都早于最晚开始时间

D. 因为有活动处于负浮动时间，所以项目进度比计划超前了。

170.　Market opportunities and operational problems following?

A. Project selection

B. Resource selection

C. Product quality

D. Product analysis

170．市场机会和运营问题用在下列哪一项中？

A. 项目选择

B. 资源选择

C. 产品质量

D. 产品分析

171. The specification which is to describe the specific size, tolerance, character, such as chemical or electrical requests and with project drawing of the buyer is called.

A. functional specification

B. commercial standard

C. design specification

D. performance specification

171．描述买方对特殊尺寸、公差、特征、如化学或电子要求，等要求并带有工程图纸的规格称为：

A. 功能规范

B. 商务规范

C. 设计规范

D. 性能规范

172. In a construction project, the project manager notices that they can save $10 million if they use a different mounting system.   What should be the project manager's reaction?

A. Update the risk register.

B. Use the different mounting system.

C. Propose a change request.

D. Exploit the opportunity.

172．在一个施工项目中，项目经理注意到如果他们使用不同的安装系统，将能够节约$1000万。项目经理应怎么办？

A. 更新风险登记册.

B. 使用不同的安装系统.

C. 提出一项变更请求.

D. 开拓该机会．

173．Which of the following is the merit of centralized contracting:

A. is easy to use expertise of subscribing contract

B. to improve the specific knowledge of subscribing contract for the company

C. to string along with the project better.

D. contract administrators have not home.

173．以下哪项是集中式签署合同（centralized contracting）的好处？

A. 便于使用签订合同专门技术

B. 提高公司签订合同的专门知识

C. 更忠于项目

D. 合同人员没有家

174. After drawing the design specification with the client, the contractor and the client subscribe a FFP contract. For lacking of fund, the contractor have to start the project in three month, the contractor should.

A. executive risk management plan

B. negotiate about project finishing milestone with the client

C. finish the project on time by distributing extra resources

D. use management storage

174．和客户制订了设计规格后，承包商和客户签订了固定总价合同，由于资金不足，承包商在3个月后才开始项目，承包商应该：

A. 执行风险管理计划

B. 和客户协商项目完工里程碑

C. 分配额外资源按时完成项目

D. 使用管理储备

175．What are the three main parts of a contract？

A. Offer, acceptance, and consideration.

B. Appreciation, consideration, and ethical promise.

C. Consideration, faithfulness, and offer.

D. Deliverable, liability acceptance, and lawful objective.

175．合同的三个主要部分是什么？

A. 要约、承诺和议价

B. 增值、议价和伦理应答

C. 议价、诚实和要约

D. 可交付成果、义务承诺和法律目标

176. During the execution phase of the project, the project team identified a serious project plan deviation. The scope of the project was defined correctly but the planning missed some technical deliverables that have impacted the schedule and the planned cost. In order to assure the success of the project, which should the project manager do?

A. Ask the customer to pay the cost of the deviation.

B. Propose a change request, and inform the stakeholders of this case to get their supports

C. Negotiate with team to work overtime for mitigating the impact of cost and schedule

D. Negotiate with customer to reduce the scope of project for avoiding the deviation

176．在项目执行阶段，项目团队识别出了一项严重的项目计划偏差。项目范围定义正确，但是计划却遗漏了一些技术可交付成果，从而影响了进度和计划成本。为确保项目成功，项目经理应该如何作？

A. 让客户支付偏差的成本

B. 提交变更请求，通知该情况的干系人，获得他们的支持

C. 与团队协商，加班工作，减少进度和成本影响

D. 与客户协商，减少项目范围，避免偏差

177. All the following are true about contract negotiation except:

A. Primary objective should be to build a lasting relationship.

B. It includes responsibilities, contract financing, technical and business management approaches.

C. Price is an important consideration during Negotiation.

D. Main consideration of both buyer and seller should be to maximize monetary return.

177．下列关于合同谈判的描述都是正确的，除了：

A. 主要目的是建立长期的合作关系

B. 它应包含职责，合同资金，技术和商务管理方法

C. 价格是谈判期间一项重要的议题

D. 主要考虑买卖双方获得最大的资金回报

178. Emotions are running high during negotiations to purchase major equipment for your project when the seller starts to pack up his things. This an example of which negotiation strategy？

A. Missing man.

B. Fair and reasonable.

C. Withdrawal.

D. Deadline.

178．在为项目采购关键设备的谈判期间，卖方开始收拾东西准备离开会场，气氛非常紧张。这属于下列哪种谈判策略？

A. 关键人物不在场

B. 公平、合理

C. 撤退

D. 截止日期

179．Negotiations between two parties are becoming complex, so party buyer makes some notes that both parties sign. However, when the work is being done, party seller claims that they are not required to provide an item they both agreed to during claims that they both agrees during negotiations, because it was not included in the subsequent contract, in this case, party seller is:

A. Generally correct because both parties are only required to perform what is in the contract.

B. Generally incorrect because all agreements must be upheld.

C. Incorrect because both parties must comply with what they agreed upon.

D. Correct because both parties must comply with what they agreed to in the signed contract.

179．买卖双方的谈判日益复杂，因此，买方要求双方在会议纪要上签字。但是，卖方在实际执行工作时宣称不需要提供双方在谈判过程中商定的一项内容，因为该内容没有包括在随后的合同中，在该种情况下，卖方的说法：

A. 通常正确，因为双方仅需要执行合同规定的事宜

B. 通常不正确，因为所有协议都必须遵守

C. 不正确，因为双方必须遵守双方商定的事宜

D. 正确，因为双方必须遵守双方签订的合同内商定的事宜

180．While conducting a project review, the project manager identifies a set of defects．A few of those defects were not as same frequency as the others, but caused greater damage to the project. In this situation，which tool would be the most appropriate to track defects with greater damage potential?

A. Scatter diagram

B. Pareto chart

C. Histogram

D. Graphs

180．执行项目评审时，项目经理识别出了一组缺陷。有些缺陷发生的频率不如另外一些缺陷，但却对项目造成更大的损失。这种情况下，哪种工具最适合用来跟踪造成更大损失可能的缺陷？

A. 散点图

B. 帕累托图

C. 直方图

D. 图表

181. A project manager is leading the implementation of a solution that involves several emerging technologies. As a result, the project manager expects that the original project planning documents may need to be updated several times throughout the project life cycle to adjust overall project direction. What should the project manager do?

A. Develop detailed project organization charts and empower subject matter experts to approve any necessary technical scope change.

B. Establish a direct and dynamic communication path with senior leadership so they are engaged in every change request.

C. Inform the senior leadership that the project could not be developed once the risk of failure is identified.

D. Design and implement an integrate change control system to report, control，and record changes to the original project baseline.

181．项目经理正在领导执行一项解决方案，该解决方案涉及许多新兴技术。结果项目经理预期原始的项目规划文件可能需要在项目生命期内多次更新，以便调整总体项目方向。项目经理该怎么做？

A. 制定详细的项目组织图，授权行业专家批准任何必要的技术范围变更

B. 制定与高层领导直接的和动态的沟通路径，让他们参与每个变更请求

C. 通知高层领导一旦确定失败风险，项目就无法进展

D. 设计并执行一项整体变更控制系统，以报告、控制并记录对原始项目基准的变更

182. The buyer and seller bargain on a fixed price plus incentive fee contract, the aim cost of the contract is 200,000 dollars, the aim profit is 30,000 dollars, the aim price is 230,000 dollars, the two parties also consult the highest price at 270,000 dollars, the halve ratio is

70/30, if the seller accomplished the fact cost is 170000dollars, how much profit should the buyer pay for the seller?

A. $21,000

B. $35,000

C. $39,000

D. $51,000

182．买方和卖方商定了一个总价加激励的合同，合同的目标成本是200,000美元，目标利润是30,000美元，目标价格是230,000美元，双方还商定了最高价格为270,000美元，分享比率为70/30，如果卖方完成合同的实际成本为170,000美元，那么买方要向卖方支付多少利润？

A. 21,000美元

B. 35,000美元

C. 39,000美元

D. 51,000美元

183. During a walk-through, you discover that a seller has neglected to properly produce a major component of its deliverable. What should you do？

A. Insist that the seller follow their quality assurance plans.

B. Inform the project sponsor of the discrepancy.

C. Insist that the contract be adhered to via correspondence,

D. Schedule a meeting to discuss the discrepancy.

183．在进行检查期间，你发现一家供应商没有适当生产可交付成果的一个重要部件。你应该如何做？

A. 坚持卖方遵守质量保证计划

B. 就偏差，通知项目发起人

C. 通过函件，坚持要求遵守合同

D. 安排会议，讨论偏差

184. During the execution of contract，you found one subcontractor of your seller was working as per a wrong specification. To pledge the schedule of your project, you write to this subcontractor directly to advised the correct specification．Your action is

A. Correct，because you must catch the schedule

B. Incorrect，because the subcontractor will not follow your advices

C. Correct，because your seller is not active

D. Incorrect，as per privities of contract，this will release the responsibility of seller to fulfill contract

184．合同履行期间，你发现供方的一个子承包商按照一个错误的规范进行工作。为了保证你的项目进度，你直接为这个子承包商提供了正确的规范。你的行为是：

A．对的，因为你必须控制进度

B．不对，因为这个子承包商不会遵循你的要求

C．对的，因为你的供方没有采取行动

D．不对，根据合同惯例，这个纠正措施应该由你的供方发布

185. A project team is discussing quality control on their project. They want to evaluate and display process nonconformity according to 80/20 criteria, which of the following quality control tools should be used?

A. Histogram

B. Scatter diagram

C. Pareto chart

D. Flow chart

185．项目团队正在讨论对他们的项目实施质量控制。他们希望使用80/20原则评估并显示过程中的不合格项。他们应使用什么质量控制工具？

A．直方图

B．散点图

C．帕累托图

D．流程图

186．In a cost plus fixed fee contract，how can the fee change?

A. It cannot change

B. It can change if change orders are issued

C. It can only be increased by 10% if there is an unexpected cost overrun

D. It can be decreased under certain circumstance

186．在成本加固定费合同内，费用如何改变？

A．不能改变

B．如果签发变更令，则可以改变

C．如果发生意外成本超支，只能增加10%

D．在特定情况下，可以降低

187. A team in the planning stage of a project is using decision tree and SWOT analysis techniques.

They have identified an opportunity that will have a positive impact on the project cost.

What strategy should they use?

A. Mitigate

B. Report

C. Exploit

D. Audit

187．在项目规划阶段，团队使用的是决策树和SWOT分析技术，他们已经确定出一项对项目成本有积极影响的机会。他们应该使用什么战略？

A．减轻

B．报告

C．开拓

D．审计

188. Professionals to whom the PMI Code of Ethic do which of the following?

A. Pursue all projects that may benefit their employer.

B. Consider the health, safety and welfare of the public in actions.

C. Do whatever is necessary to finish the project on time and under budget.

D. Hide unethical conduct if public knowledge of the conduct could harm the client or project.

188．下列哪一项是专业人员应遵守的PMI道德规范？

A. 从事有利于其雇主的所有项目

B. 行动中考虑公众健康、安全和福利

C. 为按时按预算完成项目执行任何有必要的工作

D. 隐藏不道德的行为如果该行为被公认为可能伤害客户或项目

189. A procurement audit is a structured review of the procurement process from the Plan Management Procurements process through Control Procurements.What is the primary objective of a procurement audit?

A. Determine the issues with your present contract so that the contract terms can be modified or improved

B. Identify successes and failures that warrant transfer to other procurement items on this project or to other projects within the performing organization

C. To ensure that the seller is following all the terms listed in the contract

D. To ensure that the buyer is following all the terms listed in the contract

189．采购审计指对从规划采购管理过程到控制采购过程的整个采购过程的结构性审查。采购审计的主要目的是什么？

A. 测定你目前的合同问题，以便对合同条款进行更改和修正

B. 鉴别成功和失败从而能借鉴到此项目或执行组织的其他项目的采购事项

C. 确保卖方按照合同所列条款执行

D. 确保买方按照合同所列条款执行

190. From the seller's point of view，the contract is considered closed when:

A. Scope of work is complete

B. Lesson learned is complete

C. The archives are complete

D. Final payment is made

190．站在卖方角度，下述哪种情况下，合同被视为已经收尾？

A. 工作范围已经完成

B. 经验教训已经完成

C. 档案已经完成

D. 最终付款已经支付

191．The customer and supplier have signed a contract stipulating the project requirements. Due to extensive experience on this type of project, the project manager instructs the planning team to bypass the development of a work breakdown structure (WBS) and begin scheduling resources and tasks. The project manager has dropped one of the customer's requirements from the plan because the project manager's experience has shown that it is NOT needed. Midway through the project, the labor costs exceed the budget by 30 percent.

To what reason would this MOST likely be attributed?

A. Failure to use parametric estimating techniques.

B. Unidentified work not being budgeted.

C. Failure to use non-parametric estimating technique

D. Flawed contracting

191．客户和供应商已经签署了一份合同，合同中约定了项目需求。由于对此类项目具有非常丰富的经验，项目经理指示计划编制团队绕过制订工作分解结构（WBS)这一过程，直接开始安排资源和任务。项目经理从计划中删掉了客户的其中一项需求，因为根据项目经理的经验认定这项需求是没有必要的。但是在项目进行到一半的时候，人工成本就已经超出预算30％了。下列哪个原因最有可能造成这种情况？

A. 未能成功使用参数估算技术

B. 未识别的工作没有列入预算

C. 未能成功使用非参数估算技术

D. 有缺陷的缩减

192. A project has encountered an unexpected technical issue. The senior technical lead suggests a solution which is not accepted by some team members. As a result, the senior technical lead becomes frustrated.

What kind of skills should the project manager use to resolve this issue?

A. Training skills

B. Technical skills

C. Hard skills

D. Soft skills

192. 项目遇到了一个未预料到的问题,高级技术领导建议的解决方案没有被团队成员们接受。结果高级技术领导很受挫折。项目经理应该采用哪种技能解决这个问题？

A. 培训技能

B. 技术技能

C. 硬技能

D. 软技能

193. In managing a project，you notice that a deliverable mentioned in the general conditions of the contract has not yet been received. The seller, however, says the special provisions of the contract void that deliverable. What should you do？

A. Require the deliverable as in the contract

B. Do nothing

C. Contact the contract manager

D. Send a letter requiring the deliverable is met

193. 在对项目进行管理的过程中，你注意到合同一般的条款内规定的一项可交付成果还没有收到。但是，卖方说明合同特别条款已经取消了该可交付成果。你应该如何做？

A. 要求提供合同规定的可交付成果

B. 不采取任何措施

C. 与合同经理联系

D. 签发函件，要求提交可交付成果

194. The project manager is briefing management on project status and identifies a negative schedule variance but a positive cost variance. Which of the following conclusion is reasonable?

A. The project is behind schedule but may be brought back on schedule by adding resources

B. The project is ahead of schedule but over budget and needs further investigation.

C. The project is behind schedule, over budget and merits serious concern.

D. The project is ahead of schedule, under budget and progressing with no obvious issues.

194．项目经理正在向管理层汇报，确定出一个负的进度偏差和正的成本偏差。下列哪一项结论是合理的？

A. 项目落后于进度，但是可以通过增加资源赶上进度

B. 项目超前于进度，但是超出预算，需要进一步调查

C. 项目落后于进度，超出预算，并引发特别关注

D. 项目超前于进度，低于预算，进展无明显事件

195．When there are conflicts in the contract, which of the first one should be resolved?

A. schedule planning

B. deputize

C. contract term

D. criterion

195．当合同中存在冲突时，首先需要解决的冲突是：

A. 进度计划

B. 代理

C. 合同条款

D. 规范

196. Where is the information regarding project objectives, project deliverables and description of the work required to produce those deliverables?

A. Project scope statement

B. Project charter

C. Statement of work

D. Work breakdown structure

196．与项目目标、项目可交付成果以及要求生产这些可交付成果的工作描述有关的信息会出现在下列哪份文件中？

A. 项目范围说明书

B. 项目章程

C. 工作说明书

D. 工作分解结构

197. During half way to the project execution, you were assigned as a project manager. After careful reviewing of the project, you found that the project might take double the time that the previous manager estimated. However, the upper management has been told that the project is on schedule. The previous manager is an old friend of yours, what will you does?

A. Report your evaluation to the upper management

B. Have a team meeting to find the alternatives to meet the project schedule

C. Meet the previous project manager and turn the project back

D. Execute the project as planned by the previous manager

197．在项目执行期的中间阶段，你被任命为该项目的经理。在对项目进行认真评估之后，你发现项目的工期要比前任项目经理估算的工期长一倍。可是，高层管理者却被告知该项目的进度是在按计划进行。前任项目经理是你的一个老朋友，你会怎么办？

A. 向高层管理者如实报告你对项目的评估

B. 召开团队会议，研究出满足原计划进度的其它替代方案

C. 会见前任项目经理，扭转项目进度

D. 按照前任项月经理制订的计划执行项目

198．You are the project manager managing resources who are working in many different countries. In order to manage the different culture, what would you do?

A. Ignore the cultural differences

B. Prepare a guideline for standard behavior applicable to all members

C. Encourage members to respect for the cultural differences

D. Teach them the culture of your own country in order to meet your company's policy

198．你作为项目经理管理着来自许多不同国家的项目组成员。为了管理不同的文化，你应该怎么办？

A. 忽略这些国家存在的文化差异

B. 准备一份适用于所有成员的行为标准指南

C. 鼓励团队成员尊重文化上的差异

D. 向他们讲解你自己国家的文化，以便符合你公司的政策

199．A project manager is employed by X Company and was involved in a competitive bidding . Before the bid was awarded, the project manager resigned from the X Company, and was hired by Y Company, also one of the bidders in this bidding. The sales manager of Y Company asked the project manager to join the sales strategy session. How should the project manager respond?

A. Decline the invitation

B. Join the meeting but do not offer any information that would jeopardize（危害）the outcome of the bidding process

C. Participate in the meeting and offer suggestions to assist Y Company to win the business

D. Discuss some of the sales strategy of X Company, but only give short answers that will only give Y Company a slight advantage.

199. X公司的某位项目经理参与了该公司的一次竞争性投标活动，该经理在项目开标之前从X公司辞职，后来马上受雇于Y公司，Y公司也在参与同一个项目的投标。Y公司的销售经理要求该经理参与一次销售策划会议。该经理应该如何应对？

A. 拒绝参加这次会议

B. 参加会议，但不提供任何可能危及竞标过程结果的信息

C. 参加会议，并提出帮助Y公司赢得项目的建议

D. 讨论X公司的某些销售策略，但只是简短地透露些可以使Y公司获得微小优势的信息

200．The project management methodology is used internationally, the project will achieve overall aimness best when it is agreed upon or accept by？

A. Project manager

B. Project team

C. functional manager

D. Project sponsor

200．项目管理方法论在国际范围内被广泛应用，当谁认同和接受这些方法时，最有利于实现项目整体目标？

A. 项目经理

B. 项目团队

C. 职能经理

D. 项目发起人