概念题

1. Which of the following would be the MOST appropriate thing to do during the executing process group?

A．Determine individual team member performance.

B．Add new skills to team members' human resources records.

C．Determine acceptance criteria.

D．Determine how you will complete process improvement.

1. 以下哪项最应该发生在执行过程组？

A． 确定单个项目团队的绩效。

B． 给团队成员的人力资源记录增加新的技术。

C． 确定客户接受标准。

D． 确定如何完成过程改进流程。

2. The policies, methodologies, and templates for managing projects within the organization should be supplied by the:

A．Project sponsor.

B．Functional department.

C．Project management office.

D．Project manager.

2. 组织内部用来管理项目的政策、方法论和模板有谁来提供？

A．发起人。

B．职能部门。

C．项目管理办公室。

D．项目经理。

3. Which of the following BEST describes the major constraints on a project?

A．Scope, number of resources, and cost.

B．Scope, cost, and time.

C．Scope, time, cost, quality, risk, resources, and customer satisfaction.

D．Time, cost, and number of changes.

3. 以下哪项最好的描述了项目的主要制约因素？

A．范围、资源数量和成本。

B．范围、成本和进度。

C．范围、进度、成本、质量、风险、资源和客户满意度。

D．进度、成本和变更的数量。

4. Which project management process group normally takes the MOST project time and resources?

A．Planning.

B．Design.

C．Integration.

D．Executing.

4. 项目管理的哪个过程组花费最多的时间和资源？

A．规划。

B．设计。

C．整合。

D．执行。

5. How does risk affect a project?

A．It is an uncertain event that if it occurs has a positive or negative effect on at least one project objective.

B．It is a certain event that will have a negative effect on the project.

C．It can cause a change in the number of resources for the project, but not the cost.

D．It can cause a change in the project schedule, but not the project scope.

5．风险是如何影响项目的？

A．风险是不确定的事件，风险一旦发生，至少会对一个项目目标发生积极或消极的影响。

B．风险是确定的事件，必将对项目产生消极影响。

C．风险会对项目资源数量产生影响，但不会影响成本。

D．风险会改变项目进度，但不会影响项目范围。

6. A change control system should be created:

A．As need on the project.

B．By management.

C．As a formal documented procedure.

D．By the team.

6．变更控制系统的建立应该：

A．在项目需要时。

B．由管理层负责建立。

C．通过正式的书面程序建立。

D．由团队成员负责建立。

7. All of the following are true of project baselines EXCEPT:

A．They are included in the original approved project management plan.

B．They include approved scope changes.

C．They are useful in detecting project variances.

D．They are useful in preparing the WBS.

7．以下关于项目基准的描述均正确，除了：

A．基准应该包含在已经批准的项目管理计划内。

B．基准包括批准的范围变更。

C．基准用来检查项目偏差。

D．基准用来制定工作分解结构。

8. Who determines the project scope requirements of a new project?

A. The customer.

B. The stakeholders.

C. The project manager.

D. Senior management.

8. 谁确定新项目的项目范围需求？

A．客户。

B．项目干系人。

C．项目经理。

D．高层管理层。

9. The work breakdown structure is created by:

A. The team.

B. The project manager.

C. Management.

D. The sponsor.

9. 工作分解结构是通过以下谁创造的？

A．团队。

B．项目经理。

C．管理层。

D．发起人。

10. A project manager is in the process of validate scope of a deliverable with the customer. What is the MOST important thing the project manager should ensure?

A. Accuracy.

B. Timeliness.

C. Acceptance.

D. Completeness.

10. 项目经理正在确认可交付成果的范围。此时项目经理最需要确保的是？

A．精确度。

B．合时性。

C．接受。

D．完整。

11. All of the following statements about work breakdown structures are true EXCEPT:

A. They are created by the project manager.

B. They prevent work from slipping through the cracks.

C. They provide a basis for estimating the project.

D. They help to organize the work.

11. 以下关于工作分解结构的描述均正确，除了：

A．由项目经理创建。

B．防止遗漏工作。

C．为项目估算提供依据。

D．可以帮助有效组织工作。

12. The preparation of the scope baseline can BEST be described as involving:

A．The functional managers.

B．The project team.

C．All the stakeholders.

D．The project expediter.

12. 谁负责制定范围基准？

A．职能经理。

B．项目团队。

C．所有干系人。

D．项目联络员。

13. A project manager may use_____to make sure the team members clearly know what work is included in each of their work packages.

A. The project scope statement.

B. The product scope.

C. A WBS dictionary.

D. A schedule.

13. 为了确保团队成员清楚了解每个工作包所包括的工作，项目经理会使用以下哪个文件？

A．项目范围说明书。

B．产品范围。

C．工作分解结构词典。

D．进度计划。

14. Which of the following BEST describes the primary use of project management software?

A. Managing a project.

B. Creating and controlling a schedule.

C. Creating a complete project management plan.

D. Creating a work breakdown structure.

14. 以下哪项描述了项目管理软件的主要用途？

A．管理项目。

B．制定和控制进度。

C．制定完整的项目管理计划。

D．制定工作分解结构。

15.   All of the following are true statements about parametric estimating EXCEPT:

A. The model is scalable.

B. Estimates are based on input from the team.

C. The parameters used in the model are readily quantifiable.

D. Historical information is used in the model.

15. 以下关于参数估算的描述均正确，除了：

A．模型是可调整的。

B．估算数据来自团队成员。

C．用于模型中的参数是可以计量的。

D．模型中使用历史信息。

16. A project manager decides to bring expected future schedule performance in line with the project management plan. What is this a definition of?

A. Preventive action.

B. Lessons learned.

C. Scope verification.

D. Scope planning.

16. 项目经理为了使未来某个进度绩效符合项目管理计划而采取的措施被称为：

A．预防措施。

B．经验总结。

C．范围核实。

D．范围规划。

17. A control chart shows that the last eight pipes produced were all less than average weight. You need to inform management that there is a problem because the situation violates the:

A. Rule of seven.

B. Rule of eight.

C. 50/50 rule.

D. 3 sigma rule.

17. 控制图显示，8 个点位于均值的同一侧。你应该通知管理层上述问题，因为它违反了：

A. 7 点规则。

B. 8 点规则。

C. 50/50 规则。

D. 3 西格玛规则。

18. All the following are components of cost management EXCEPT:

A. Vendor bid analysis.

B. Analogous estimating.

C. Earned value management.

D. Estimate activity resources.

18. 以下各项均是成本管理的内容，除了：

A. 供应商投标分析。

B. 类比估算。

C. 挣值管理。

D. 估算活动资源。

19. A discretionary dependency is one that is based on:

A. Experience.

B. The needs of someone outside the project.

C. The nature of the work being done.

D. The needs of the project sponsor.

19. 选择性依赖关系是基于以下哪项决定的？

A．经验。

B．项目外人员的需求。

C．工作的性质。

D．项目发起人的需求。

20. A control chart helps the project manager:

A. Focus on the most critical issues to improve quality.

B. Focus on stimulating thinking.

C. Explore a desired future outcome.

D. Determine if a process is functioning within set limits.

20. 控制图有助于：

A. 专注更重要的问题。

B. 激发思考。

C. 探究可能结果。

D. 判断过程是否失控。

21. A scope change has be approved by the change control board. Which of the following MUST be impacted?

A. The early start date of the activities later in the network diagram.

B. The cost of the project.

C. The expected monetary value of project risks.

D. The number of resources used on the project.

21. 变更控制委员会批准了一项范围变更。这一定会影响以下哪项内容？

A. 网络图中的后续活动的最早开始时间。

B. 项目的成本。

C. 项目风险的预期货币价值。

D. 项目中使用资源的数量。

22. A project activity on the critical path is delayed. What is the BEST thing to do?

A. Obtain more resources.

B. Tell the customer the project will be late.

C. Compress the schedule.

D. Cut scope.

22. 关键路径上的活动被延迟了，那么最应该：

A. 获得更多资源。

B. 告诉客户项目将要延期。

C. 压缩进度。

D. 削减范围。

23. Which of following is the BEST thing to do when a project activity will take longer than planned and the project can no longer be completed on time?

A. Compress the schedule.

B. Ask for an extension of time.

C. Negotiate for more resources.

D. Work overtime to make up the time.

23. 项目某一活动将要延期，这将导致项目不能按时完成。以下哪项是最佳解决办法？

A. 压缩进度。

B. 要求延长时间。

C. 商谈以获得更多资源。

D. 加班工作以赶上进度。

24. Determining the physical resources, quantities of each, and when they would be used is the process of:

A. Resource selection.

B. Estimate Activity Resources.

C. Resource Leveling.

D. Define Activities.

24．确定使用何种物质资源、使用的数量及使用的时间发生在以下哪个过程中？

A．资源选择。

B．估算活动资源。

C．资源平衡。

D．定义活动。

25. Which of the following does NOT need to be done if there is a major delay on a noncritical path activity?

A. Investigate the delay.

B. Reevaluate which path is critical.

C. Change the project schedule.

D. Review the float time for the activity.

25．非关键路径上的活动存在重大延期时，不一定需要做以下哪项工作：

A．研究延期的原因。

B．重新评估关键路径。

C．更改进度计划。

D．评审活动的浮动时间。

26. Which of the following is true of the Estimate Activity Durations process?

A. Estimates should always indicate the range of possible results.

B. Estimates should be made by resource managers in order to increase the accuracy of the estimates.

C. Historical information is too old to use in estimating.

D. Critical paths should be taken into account when an activity is first estimated.

26．以下关于估算活动历时过程的描述，正确的是：

A．估算中要包括可能结果的范围。

B．估算应由资源经理来完成，以提高估算的准确行。

C．历史信息太旧，不能用于估算中。

D．当某一活动是初次估算时，应该考虑是否在关键路径上。

27．A cost management plan contain a description of:

A. The project costs.

B. How resources are allocated.

C. The budgets and how they were calculated.

D. The WBS level at which earned value will be calculated.

27．成本管理计划描述了：

A．项目成本。

B．资源如何分配。

C．预算及其计算方式。

D．在 WBS 的哪个层级进行挣值计算。

28．A project manager has completed a detailed WBS and cost estimates for each work package to create a cost baseline from this data, the project manager would:

A．Use the highest level of the WBS to estimate analogously.

B．Sum up the work package and risk contingency reserve estimates.

C．Roll up work package estimates into a project total and add management reserves.

D．Gain expert opinions of the project total costs.

28．项目经理制定了详细的 WBS，并为每个工作包都进行了成本估算。要想根据这些信息制定成本基线，项目经理应该：

A．使用 WBS 最高层级的信息进行近似地估算。

B．将对工作包的估算和风险应急储备进行汇总。

C．将对工作包的估算汇总在一起，然后再加上管理储备。

D．让专家针对项目总成本给出意见。

29．Earned value measurement is an example of:

A．Performance reporting.

B．Planning control.

C．Ishikawa diagrams.

D．Integrating the project components into a whole.

29．挣值衡量是以下哪项的例子？

A．绩效报告。

B．规划控制。

C．鱼骨图。

D．将项目各个部分整合成为整体。

30．Which of the following are all items included in the cost management plan?

A．The level of accuracy needed for estimates, rules for measuring cost performance, specifications for how duration estimates should be stated

B．Specifications for how estimates should be stated, rules for measuring cost performance, the level of accuracy needed for estimates

C． Rules for measuring team performance, the level of accuracy needed for estimates, specifications for how estimates should be stated

D．Specification for how estimates should be stated, the level of risk needed for estimates, rules for measuring cost performance.

30．以下哪项的描述包含在成本管理计划内？

A．需要估算的准确性层级、衡量成本绩效的原则、阐述历时估算的规范。

B．阐述估算的规范，衡量成本绩效的原则、需要估算的准确性层级。

C．衡量团队绩效的规范、需要估算的准确性层级、阐述估算的规范。

D．阐述估算的规范、需要估算的风险层级、衡量成本绩效的原则。

31. A responsibility assignment matrix includes which two data points?

A. Resource and time estimate.

B. Activity and calendar date.

C. Activity and resource.

D. Resource and usage each month.

31. 责任分配矩阵包括以下哪两项内容？

A．资源和时间估算。

B．活动和日历。

C．活动和资源。

D．资源和每月的使用量。

32．"What information needs to be collected when" is part of which of the following?

A．Formal reporting.

B．Plan communications management.

C．Stakeholder management.

D．Earned value.

32．"何时需要收集哪些信息"是以下哪项内容的一部分？

A．正式报告。

B．规划沟通管理。

C．干系人管理。

D．挣值。

33. The communications management plan is developed to meet the needs of the:

A. Project sponsor.

B. Team.

C. Project manager.

D. Stakeholders.

33．沟通管理计划要满足谁的需求？

A．项目发起人。

B．团队。

C．项目经理。

D．干系人。

34. All of the following statements about workarounds are correct EXCEPT:

A. They are unplanned responses to risks.

B. They are responses only to risks that were identified in project planning.

C. They make use of the project management plan.

D. They may result in a project change request.

34．以下关于权变措施描述均正确，除了：

A．它们是之前未计划的风险应对措施。

B．它们是那些只有在规划过程中识别出来的风险的应对措施。

C．它们利用项目管理计划。

D．它们可能会导致项目变更请求。

35. Residual risks are risks that remain after risk response planning. Secondary risks are:

A．Planning risks that are no longer a factor during project executing.

B．Discovered during risk identification.

C．New risks created by the risk response strategies selected.

D．Lower priority risks not requiring mitigation efforts.

35．残余风险是在采取风险应对措施之后仍然存在的风险。次生风险是：

A．在项目执行过程中不再是影响因素的规划风险。

B．在风险识别过程中被发现。

C．选定的风险应对策略导致的新风险。

D．低级别的风险，不需要采取减轻措施。

36．The project manager has worked closely with the team to come up with contingency plans. Which of the following BEST describes contingency plans?

A．Planned responses to risk events.

B．Planned risk control procedures.

C．Planned workaround.

D．Planned responses based on probability analysis.

36．项目经理和团队一起在制定应急计划。以下关于应急计划的描述正确的是：

A．应对风险事件的计划。

B．计划的控制风险程序。

C．计划的权变措施。

D．在概率分析基础之上制定的应对计划。

37．Which of the following BEST describes a risk response owner?

A．The person who identified a risk.

B．The department or company that is the source of the risk and most knowledgeable on the risk.

C．The department or company that will be most affected by the risk.

D．The person who will be responsible for implementing the risk response strategy.

37．以下关于风险应对负责人的描述，正确的是：

A．识别风险的人。

B．风险来源以及最了解风险的公司或部门。

C．受风险影响最大的公司或部门。

D．负责实施风险应对策略的人。

38．What is the result of bidder conferences held during the Conduct Procurement process?

A. Procurement statement of work.

B. Proposal.

C. A clear and common understanding of the work required.

D. Contract.

38．实施采购阶段中召开的投标人会议的结果是：

A．合同工作说明书。

B．建议书。

C．对所需工作有了一个清晰的、共同的理解。

D．合同。

39．What is the main purpose of the procurement audit?

A．Validate that costs charged to the contract are valid and correct.

B．Loosely review the project.

C．Identify the successes to transfer to other procurements.

D．Acknowledge substantial completion.

39. 采购审计的主要目的是什么？

A．验证所支付的费用是否恰当有效。

B．随便地评估一下项目。

C．识别成功的经验，以供后续采购活动借鉴。

D．确认完工。

40. Project archives are

A. Documentation of the project's product.

B. Lessons learned on the project.

C. A complete set of indexed project records.

D. Maintained only on an organization's most significant and complex projects.

40. 项目档案是

A．项目产品的说明文件。

B．从此项目中获取的经验和教训。

C．一整套编入索引的项目记录。

D．仅保留公司最重要和最复杂的项目。

41．All of the following are part of the scope baseline EXCEPT the:

A．requirement management plan.

B．project scope statement.

C．work breakdown structure.

D．work breakdown structure dictionary.

41. 以下均是范围基准的内容，除了：

A．需求管理计划。

B．项目范围说明书。

C．工作分解结构。

D．工作分解结构词典。

42．If, when developing a project schedule, you want to define a distribution of probable results for each activity and use it to calculate a distribution of probable results for the total project, the most common technique to use is

A．PERT.

B．Monte Carlo analysis.

C．GERT.

D．Concurrent engineering.

42. 当设计项目进度时，如果你想对每一个任务定义一个可能结果的分布，并且使用这个分布来计算全部项目可能结果的分布，使用的最常见的技术是

A．计划评审技术。

B．蒙特卡罗分析。

C．图形评审技术。

D．并行工程。

43．Creating a probability/impact matrix is part of which risk management process?

A．plan risk management.

B．identify risk.

C．perform qualitative risk analysis.

D．perform quantitative risk analysis.

43．在风险管理的哪一个过程建立概率/影响矩阵?

A．规划风险管理。

B．识别风险。

C．实施风险定性分析。

D．实施风险定量分析。

44．Which of the following is the BEST method of completing "what if" scenarios to determine what combination of resources and interdependencies will produce the best schedule?

A．Critical chain method.

B．Monte Carlo.

C．Parametric estimating.

D．Resource leveling.

44．以下哪项方法通过完成假设情景分析来确定资源组合及依赖关系，最终制定最佳项目进度计划?

A．关键路径法。

B．蒙特卡罗分析。

C．参数估算。

D．资源平衡。

45．Which of the following represents the estimated value of the work actually accomplished?

A．Earned value (EV).

R．Planned value (PV).

C．Actual cost (AC).

D．Cost variance (CV).

45．下列哪项是实际完成工作的估计价值?

A．挣值(EV)。

B．计划值(PV)。

C．实际成本(AC)。

D．成本偏差(CV)。

46．Purchasing insurance is BEST considered an example of risk:

A．mitigation.

B．transfer.

C．acceptance.

D．avoidance.

46. 买保险是一种：

A．减轻风险。

B．风险转移。

C．风险接受。

D．风险规避。

47．Which of the following is a chief characteristic of the Delphi Technique?

A. Extrapolation from historical records from previous projects.

B. Expert opinion.

C. Analytical hierarchy process.

D. Bottom-up approach.

47．下列哪项是 Delphi 技术的主要特点？

A．从历史记录和以前的项目外推。

B．专家意见。

C．层次分析法。

D．自下而上法。

48．The Delphi technique is a particularly useful method for identifying risk to

A. Present a sequence of decision choices graphically to decision makers.

B. Define the probability of occurrence of specific variables.

C. Reduce bias in the analysis and keep any one person from haying undue influence on the outcome.

D. Help take into account the attitude of the decision maker toward risk.

48．德尔菲技术是很有用的风险识别方法，目的是：

A．为决策者提供图表式的一系列决策选择。

B．明确特定变量出现的概率。

C．减少分析过程中的偏见，防止任何人对分析结果施加不正当的影响。

D．有助于将决策者对风险的态度考虑进去。

49．Requirements for inspection and acceptance criteria are defined in the-

A. Contract.

B. Procurement management plan.

C. Overall project plan.

D. Specifications.

49．检查和验收标准的要求在以下哪个文件中加以规定：

A．合同。

B．采购管理计划。

C．项目总计划。

D．规格。

50．Requirements for formal contract acceptance and closeout usually are defined in the

A. Proposal.

B. Statement of work.

C. Contract terms and conditions.

D. Procurement audit report.

50. 正式的合同接收以及收尾的要求在以下什么文件中通常有说明：
A. 建议书。
B. 工作说明书。
C. 合同条款。
D. 采购审计报告。

51. A list of approved configuration identification, status of proposed changes to the configuration, and the implementation status of approved changes, is recorded and reported in which of the following item?
A. Configuration identification.
B. Configuration definition.
C. Configuration status accounting.
D. Configuration verification and auditing.

51. 关于已经批准了的配置识别，配置的建议变更的状态，和批准变更的事实状态，形成一个列表进行记录和汇报，属于下面哪一项？
A. 配置识别。
B. 配置定义。
C. 配置状态记录。
D. 配置核实和审计。

52. Conflict resolution techniques that may be used on a project include:
A. Withdrawing, compromising, controlling, and forcing.
B. Controlling, forcing, smoothing, and withdrawing.
C. Confronting, compromising, smoothing, and directing.
D. Smoothing, collaborating, forcing, and withdrawing.

52. 可以运用于项目中的冲突解决方法包括：
A. 撤退、妥协、控制和强迫。
B. 控制、强迫、缓解和撤退。
C. 解决问题、妥协、缓解和指令。
D. 缓和、合作、强迫和撤退。

53. Which is an important activity that should be done at the closing phase of the project to ensure good team morale?
A. Reassignment plan of team members.
B. New training resource plan for project managers.
C. Team performance appraisal report.
D. Individual appraisal report.

53. 为了保持团队的士气，在项目收尾必须进行的工作是？
A. 团队成员的再分配计划。
B. 新的培训资源计划。
C. 团队绩效考核评估。
D. 个人考核评估。

54. Which of the following statements is NOT TRUE regarding control chart?

A. The process need not be adjusted when a process is within acceptable limits.

B. Control charts can be used for both project and product life cycle processes.

C. Control charts are most frequently used to track non-repetitive activities.

D. Control charts may serve as a data gathering tool to show when a process is subject to special cause variation.

54. 关于控制图，不正确的说法是？

A. 在控制限度以内则不必调整。

B. 可用于项目和产品生命周期的过程。

C. 常用于追踪非重复性的活动。

D. 可作为一种工具来收集信息以表示一个过程何时受到特殊原因的影响。

55. Determining the physical resources, quantities of each, and when they would be used is the process of:

A. Resource selection.

B. Estimate Activity Resources.

C. Resource Leveling.

D. Define Activities.

55. 确定使用何种物质资源、使用的数量及使用的时间发生在以下哪个过程中？

A． 资源选择。

B． 估算活动资源。

C． 资源平衡。

D． 定义活动。

56. This tool and technique of Risk Monitoring and Control is interested in looking at the implementation and the effective use of the transference, avoidance, and mitigation risk strategies. What is it?

A. Risk reassessment.

B. Project change requests.

C. Project risk audit.

D. Workaround plans.

56. 这是一个风险监控的工具方法，它被用以查看风险策略中转移、规避和减轻的实施以及有效性，它是什么？

A. 风险再评估。

B. 项目变更请求。

C. 项目风险审计。

D. 临时权变计划。

57. _____, sometimes called risk symptoms or warning signs, are indications that some risk has occurred or is about to occur.

A. Assumption analyses.

B. Delphi techniques.

C. Risks.

D. Trigger Condition.

57. ＿＿＿有时被称为风险症状或者警示信号，表明一个风险已经或者将要发生。

A．假设分析。

B．德尔菲技术。

C．风险。

D．触发条件。

58. What of the following process addresses the risks by their priority, inserting resources and activities into the budget, schedule, and project management plan?

A．Risk identification.

B．Qualitative risk analysis.

C．Risk response planning.

D．Risk monitoring and control.

58．下面哪一个过程根据项目的优先级在项目进度、预算和项目计划中添加资源和活动？

A．风险识别。

B．风险定性分析。

C．风险应对计划。

D．风险监控。

59. The risk management plan accomplishes all of the following except:

A．It defines the methodology to risk management on the project.

B．It describes the risk categories.

C．It defines the roles and responsibilities of the risk management team.

D．It addresses responses to individual risks and how they will be carried out during the project.

59．风险管理计划进行以下各项，但不包括：

A．定义项目风险管理的方法论。

B．描述风险类别。

C．定义风险管理团队的角色职责。

D．处理单个风险的应对以及在项目中如何实施。

60. Which of the following methods is used to provide a standard to measure performance?

A．Benchmarking.

B．Sampling.

C．Estimating.

D．Leveling.

60．以下哪种方法为衡量绩效提供了标准？

A．基准对照。

B．抽样。

C．模拟。

D．平衡。

61．Which type of dependency is inherent in the nature of the work being done?

A．mandatory dependency.

B．discretionary dependency.

C．external dependency.

D．internal dependency.

61．哪一种依赖关系是工作本身属性所固有的?

A．强制性依赖关系。

B．选择性依赖关系。

C．外部依赖关系。

D．内部依赖。

62．Obtaining quotes, bids, offers, or proposals is part of which project procurement management process?

A．plan procurement.

B．conduct procumbent.

C．administer procumbent.

D．close procurement.

62．获得报价、应约、标书、建议书属于哪一个采购管理过程?

A．规划采购。

B．实施采购。

C．管理采购。

D．结束采购。

63．A＿＿＿＿is a management control point where scope, cost and schedule are integrated and compared to the earned value for performance measurement.

A．Chart of accounts.

B．Balance sheet.

C．WBS dictionary.

D．Code of accounts.

63．＿＿＿＿是一种管理控制点。在该控制点上，把范围、成本和进度加以整合，并把他们与挣值相比较，以测量绩效。

A．控制账户。

B．资产负债表。

C．WBS 词典。

D．账户编码。

64．Scrap and rework are examples of what type of cost of quality?

A．Appraisal.

B．Prevention.

C．Internal failure.

D．External failure.

64．废品和返工是哪一种质量成本的例子?

A．评价成本。

B．预防成本。

C．内部失败成本。

D．外部失败成本。

65．System analysis/engineering, value engineering, value analysis and functional analysis are all examples of?

A．Alternatives identification.

B．Expert judgment.

C．Product analysis.

D．Verify Scope.

65．系统分析/系统工程、价值工程/价值分析和功能分析属于什么的例子?

A．备选方案识别。

B．专家判断。

C．产品分析。

D．核实范围。

66. The following is not true about the Responsibility Assignment Matrix:

A. It details people assigned to project roles.

B. It details project roles and responsibilities.

C. It details when staff are allocated to tasks.

D. It is linked to the scope definition or WBS.

66．关于责任分配矩阵，下面哪一个说法是不对的?

A．它详细说明人员的角色分配。

B．它详细说明角色和职责。

C．它详细说明员工何时分配到任务上。

D．它和 WBS 或者范围定义相关联。

67．Which project scheduling method takes limited resources into account when creating a project schedule and includes buffers to protect the project completion date?

A．CPM.

B．PERT.

C．Critical chain scheduling.

D．Resource-driven scheduling.

67．下面哪一种进度编制技术考虑到了有限的资源并在进度计划中加入缓冲来保证项目的完工日期?

A．关键路径法。

B．PERT。

C．关键链法。

D．资源驱动进度法。

68．You are a public executive working on your fourth project to order new buses for a transportation route between two cities. You include a government official as a stakeholder and plan to include meetings with him in the WBS. Your manager objects to such activities as unnecessary. The BEST response is to inform your manager that:

A．The government official can negatively impact the project.

B．The government official knows the end-users better than either of us.

C．The government official is a stakeholder since the buses will be used in his city.

D．The government official is a stakeholder because he will be using the buses.

68．你是一位公关部门的执行经理，正在负责订购往返两城市之间交通汽车，这已经是你负责的第四个项目了。你把一位政府官员定义为干系人，并在 WBS 里定义了与其召开会议的计划活动。你的经理反对这样的做法，认为是没必要的。此时，你如何回应你的经理？

A．政府官员对项目会有负面影响。

B．政府官员比我们更了解终端客户。

C．政府官员是干系人之一，因为将要在他所在的城市使用订购的汽车。

D．政府官员是干系人之一，因为他将使用到订购的汽车。

69．All of the following statements about project feasibility studies are true EXCEPT:

A．They can help in selecting one project over another.

B．They can be the first project phase or a separate project.

C．They can be used to determine if a project should be completed.

D．They can be used to determine project team members.

69．以下关于项目可行性研究的描述均正确，除了：

A．它们可以帮助选择项目。

B．它们可以是项目的一个阶段，也可以是一个独立的项目。

C．用它们来衡量是否要完成某一项目。

D．用它们来确定项目团队成员。

70．A new project manager is having difficulty creating a WBS with the team. To alleviate this situation, the project manager should ask for help from:

A．The sponsor.

B．Other project managers.

C．The project management office.

D．The team.

70．项目经理和团队在制定工作分解结构时遇到了困难，为了解决此问题，项目经理应该寻求谁的帮助？

A．发起人。

B．其他项目经理。

C．项目管理办公室。

D．团队。

71．Being told to complete the project in three months using only four resources is an example of:

A．Constrains.

B．Earned value analysis components.

C．Benefit cost ratios.

D．Law of diminishing returns.

71．被告知项目要求在 3 个月内完成，而且只能使用 4 种资源，这是以下哪个例子？

A．制约因素。

B．挣值分析。

C．成本收益率。

D．收益递减规律。

72．Another project manager in your company is having difficulty managing his project. You have found that he has not used a project charter and that is probably the cause of the problem. How can you help?

A．Provide him with a copy of an article about project charters.

B．Work with his boss to get him a mentor.

C．Develop a draft project charter for his use.

D．Talk to him about his project and offer help in creating a project charters.

72．你公司的另外一位项目经理在管理项目时遇到了困难。你发现他没有使用项目章程，这有可能是问题的根本原因。你将如何帮助他？

A．给他提供一份关于项目章程文章的副本。

B．和他的老板一起给他进行指导。

C．给他制定一份项目章程草稿。

D．讨论一下他的项目，并在创建项目章程时提供帮助。

73. There have been numerous changes on your project. ALL approved changes are BEST reflected in the:

A．Performance measurement variance.

B．Verify Scope process.

C．Change control procedures.

D．Project management plan.

73．项目会遇到很多的变更。所有批准的变更必须反映在：

A．绩效测量偏差里。

B．核实范围过程。

C．变更控制过程。

D．项目管理计划。

74．A project has just begun when one of the stakeholders asks the project manager about making a change to the format of the deliverable for activity Y. She wants to know how to go about submitting the change for review. The project manager should direct her to:

A．The change control board.

B．The communications management plan.

C．The sponsor.

D．The change control system.

74．项目开始之后，某一干系人要求项目经理对活动 Y 的可交付成果的形式进行变更。她想知道如何提交变更申请。你应该让她去参考：

A．变更控制委员会。

B．沟通管理计划。

C．发起人。

D．变更控制系统。

75．During the creation of lessons learned for a project, the team determines that the project would have been better if they had a change control board. Which of the following is the BEST description of what a change control board helps the team to do?

A．Create change requests.

B．Approve or reject changes.

C．Create procedures.

D．Formulate the change.

75．在项目进行经验总结过程中，团队成员一致认为，如果之前存在变更控制委员会，他们的项目会比现在的结果更好。那么，变更控制委员会会帮助团队成员：

A．制定变更请求。

B．批准或否决变更。

C．制定程序。

D．阐明变更。

76．   Which of the following is a basic rule or guideline for creating a work breakdown structure?

A. The first row should describe the products of the project.

B. Each level of a work breakdown structure is a smaller segment of the level above.

C. A work breakdown structure should be like a to-do list, listing in chronological order every activity that needs to be done to complete the project.

D. A work breakdown structure should be organized by functional areas.

76. 创建工作分解结构的基本原则是：

A．第一行应该描述项目产品。

B．工作分解结构的任何一层级都是上一层级较小的组成部分。

C．工作分解结构就像一个做事清单，按时间顺序排列，以完成项目需求。

D．工作分解结构应该按照职能领域来组织。

77. A form of project organization where power is evenly shared between the functional manager and the project manager is called:

A. A tight matrix.

B. A weak matrix.

C. A balanced matrix.

D. A strong matrix.

77．当项目经理和职能经理共同分享权力时，该组织形式是？

A．紧密矩阵。

B．弱矩阵。

C．平衡矩阵。

D．强矩阵。

78．   Which of the following is a KEY way to improve activity cost estimates?

A．Use historical data.

B．Let management create the management reserve and the activity cost estimate.

C．Base activity estimates on the upper and lower control limits

D．Let the project manager create the activity cost estimate.

78. 以下哪项是提高活动成本估算的关键因素？

A．使用历史数据。

B．让管理层确定管理储备和活动成本估算。

C．根据控制上下限进行活动估算。

D．让项目经理制定活动成本估算。

79. Which of the following is done during the Create WBS process?

A. Product analysis.

B. Project selection.

C. Decomposition.

D. Alternatives identification.

79. 以下哪项在创建工作分解结构过程完成？

A．产品分析

B．产品选择

C．分解

D．识别替代方案

80. Which of the following BEST describes the phrase, "influencing the factors that affect change?

A. Telling people that changes are not allowed.

B. Determining the sources of changes and fixing the root causes.

C. Adding more activities to the work breakdown structure to accommodate risks.

D. Calculating the impact of changes to date on the project.

80. 以下各项中哪项正确地描述了"影响变更的因素"？

A．告诉人们不允许发生变更。

B．确定变更的资源，寻找变更的根源。

C．制定工作分解结构时多增加些资源，以应对风险的发生。

D．计算变更对项目工期的影响。

81. A fundamental tenet of modern quality management holds that quality is most likely to be achieved by:

A. Planning it into the project.

B. Developing final inspections for quality.

C. Striving to do the best job possible.

D. Conducting quality circle activities.

81.现代质量管理的一个根本宗旨是，实现质量最可能的手段是通过：

A. 把质量计划编制到项目中。

B. 制定最终的质量检查。

C. 努力做好工作。

D．进行质量小组的活动。

82. Which of the following would be the MOST appropriate thing to do during the planning process group?

A．Determine high-level stakeholders.

B．Hold a meeting with all stakeholders to make sure everyone is on the same page.

C．Implement approved process improvements.

D．Focus on preventing problems rather than dealing with them as they arise.

82. 以下哪项在规划过程组完成？

A．确定高层级的干系人。

B．和所有干系人召开会议，以确保他们的意见一致。

C．实施批准的过程改进流程。

D．尽量避免问题的发生，而不是发生后再去解决。

83．A fishbone diagram helps:

A. Explore past outcomes.

B. Organizes thoughts and stimulates thinking.

C. Determine if a process is out of control.

D. Prioritize the problems.

83．鱼骨图可以帮助：

A．了解过去的结果。

B．组织思维、激发思考。

C．确定过程是否失去控制。

D．对问题进行优先排序。

84．A project is plagued by changes to the project charter. Who has the primary responsibility to decide of these changes are necessary?

A. Project manager.

B. Project team.

C. Project sponsor.

D. Stakeholder.

84．项目被项目章程的变更所困扰。确定这些变更是否必要是下述哪位主要负责？

A．项目经理。

B．项目团队。

C．项目发起人。

D．项目干系人。

85．A project change management plan should be created during which process group?

A. Initiating.

B. Planning.

C. Executing.

D. Closing.

85．项目变更管理计划是在哪个过程组创建？

A．启动。

B．规划。

C．执行。

D．收尾。

86．A Pareto diagram helps the project manager to?

A. Focus on the most critical issues to improve quality.

B. Focus on stimulating thinking.

C. Explore a desired future outcome.

D. Determine if a process is out of control.

86．帕累托图可以帮助项目经理：

A．关注最关键的问题改进质量。

B．关注激发思考。

C．了解想要达到的未来产出。

D．确定一个过程是否失去控制。

87．Which of the following information about the project would NEVER be available during project planning?

A．Cost performance index.

B．Benefit cost ratio.

C．Internal rate of return.

D．Budget at completion.

87．以下哪项信息决不会发生在项目规划阶段？

A．成本绩效指数。

B．收益成本比率。

C．内部收益率。

D．完工预算。

88．A project is considered closed when the:

A．Client accepts the product.

B．Lessons learned are completed.

C．Archives are completed.

D．Contract is finished.

88．项目在什么时候可以认为完成了？

A．客户接受了产品。

B．完成经验教训总结。

C．文档归档。

D．合同完成。

89. All of the following are true of project baselines EXCEPT:

A. They are included in the original approved project management plan.

B. They include approved scope changes.

C. They are useful in detecting project variances.

D. They are useful in preparing the WBS.

89．以下关于项目基准的描述均正确，除了：

A．基准应该包含在已经批准的项目管理计划内。

B．基准包括批准的范围变更。

C．基准用来检查项目偏差。

D．基准用来制定工作分解结构。

90．Which of the following approaches to quality improvement is least likely to produce positive results?

A．Continuous improvement.

B．Increased inspection.

C．Statistical quality control.

D. Client tracking process.

90. 以下哪种质量改进方法最不可能产生积极的结果？

A. 持续改进。

B. 加强检验。

C. 统计质量控制。

D. 客户跟踪过程。

91. The approximate resource costs necessary for completing project activities are compiled during which project management process?

A．Cost reserve analysis.

B．Estimate costs.

C．Cost aggregation.

D．Forecasting.

91. 完成项目活动所需的近似资源成本在以下哪个管理过程编制？

A. 成本储备分析。

B. 估算成本。

C. 成本累积。

D. 预测。

92. One of the advantages of using control charts is that it tells you when to take corrective action on the process. Another important result of using control charts is that control charts –

A. Identify the special causes.

B. Tells you when you should not take corrective action.

C. Show how much the defects are costing.

D. Show who is responsible for the defects.

92. 使用控制图的优点之一是他能告诉你在过程中什么时候采取纠正措施；另外一个重要的结果是控制图——

A. 识别特殊原因。

B. 告诉你何时不应该采取纠正措施。

C. 显示过失的成本是多少。

D. 显示谁是过失的责任人。

93. Which statement is TRUE of quality planning?

A. Quality planning should be performed regularly throughout the project.

B. Quality planning is done to compile a risk management plan.

C. Quality planning is done only during project planning.

D. Quality planning is not considered during project execution.

93.关于质量计划哪个陈述是正确的？

A. 质量计划应该有规律的贯穿在整个项目过程中。

B. 通过质量计划来编订风险管理计划。

C. 质量计划只是在项目计划阶段进行。

D. 在项目执行阶段不考虑质量计划。

94. The most important role of PM in a Matrix organization is

A. Communication.

B. Integration.

C. Negotiating.

D. Leadership.

94. 项目经理在矩阵组织中的最重要的作用是？

A. 沟通。

B. 整合。

C. 谈判。

D. 领导。

95. What would be the BEST explanation for the following: both the cost variance and schedule variance are negative, but the cost variance is lower than the schedule variance.

A．The project underspent because all work was not completed, but overspent for work that was done.

B．The project overspent due to increased costs and yet completed some activities faster.

C．The project activities took longer than expected, but costs were lower.

D．The project underspent, because costs were lower than planned and activities were easier to complete than planned.

95. 成本偏差和进度偏差均是负值，但成本偏差的数值低于进度偏差。以下哪项的解释是正确的？

A. 因为所有工作还未完成，所以项目整体花费低于整个预算，但已完成工作的花费超支。

B. 由于成本的增加导致项目整体花费超支，但活动完成的比较快。

C. 完成项目活动的时间比预期要长，但成本较低。

D. 由于花费的成本比预期的要低，所以项目在预算内，但活动比预期完成的要快。

96. Which statement BEST explains the phrase "quality is planned in, not inspected in."

A. It is more expensive to determine quality by inspection than by planning.

B. Quality activities occur during the planning phase of the project.

C. Quality is part of planning, not inspection.

D. Planning for quality is after the fact.

96.下面哪种说法正确解释了"质量是计划出来的，不是检查出来的"？

A. 检查质量的成本大于计划质量的成本。

B. 质量活动发生在项目的计划阶段。

C. 质量是计划而不是检查的一部分。

D. 质量计划是事后的。

97. In which of the following project characteristics would it be most appropriate to use a projectized organizational form over a strong matrix?

A. The uncertainty is complex and the technology is medium.

B. The size is small and the uncertainty is high.

C. The size is large and the technology is new.

D. The time criticality is moderate and the duration is long.

97. 在以下哪种项目特征中最适合采用强矩阵的项目型组织形式？

A. 复杂的不确定性、中等技术。

B．规模小、不确定性高。

C．规模大、新技术。

D．时间紧急程度一般、历时久。

98． Quality audits when performed correctly will provide the following benefit.

A． The product of the project is fit for use and meets safety standards.

B． Allow for applicable laws and standards not to adhered to.

C． Corrective action is implemented continuously throughout the project.

D． Quality improvements need not be identified.

98．正确进行质量审计将产生以下好处:

A．项目的产品将具有适用性并满足安全标准。

B．不必要固守所适用的法律和标准。

C．使纠正措施持续的在项目过程中实施。

D．无需识别质量改善。

99． Calculating estimate to complete (ETC) is done during the:

A．Planning process group.

B．Initiating process group.

C．Executing process group.

D．Monitoring and controlling process group.

99.在哪个过程组进行完工估算（ETC）？

A．规划过程组。

B．启动过程组。

C．执行过程组。

D．监控过程组。

100． Investment in project quality improvement is most often borne by the

A． Acquiring organization.

B． Project manager.

C． Project team.

D． Project.

100．项目质量改善的投资主要由谁来承担?

A．实施组织。

B．项目经理。

C．项目团队。

D．项目。

101． Resource requirements are determined:

A． Before the project schedule and after the network diagram.

B． After the project schedule and project scope statement.

C． After the project schedule and WBS.

D． Before the project scope statement and the network diagram.

101．何时确定资源需求?

A． 进度计划之前、网络图之后

B． 进度计划和项目范围说明书之后

C． 进度计划和工作分解结构之后

D． 项目范围说明数和网络图之前

102. Which organization is most effective in many cross-functional activities?

A. Matrix.

B. Projectized.

C. Functional.

D. Any organization.

102.在多数跨部门活动中，哪类组织最有效？

A． 矩阵组织。

B． 项目型。

C． 职能型。

D． 任何组织。

103. Which of the following statements is true?

A. Project teams should focus on delivering the required levels of quality, not grade.

B. Low quality is not always a problem.

C. Low grade is not always a problem.

D. Grade is a category given to items with the same functional use and technical characteristics.

103.下面哪一种说法是正确的?

A. 项目经理应该专注于达到规定的质量而不是等级。

B. 低的质量并不总是一个问题。

C. 低的等级并不总是一个问题。

D. 等级可以归为具有相同功能和相同技术特特征的品类。

104. In what organization project member feel most anxiety at closing phase?

A. Functional

B. Matrix

C. Projectized

D. Strong Matrix

104. 在哪种组织中，项目成员在项目收尾阶段最为焦虑？

A. 职能型。

B. 矩阵。

C. 项目型。

D. 强矩阵。

105. Which quality tool or technique, applied most often in product design, helps identify which factors might influence specific variables using statistical methods?

A. Control charts.

B. Design of experiments.

C. Six sigma.

D. Statistical sampling.

105. 哪个质量工具或方法最常用于产品设计，使用统计学方法帮助识别哪个参数对特定的

变量影响最大?

A．控制图。

B．实验设计。

C．六西格玛。

D．统计抽样。

106．Which of the following defines thing the project manager needs to do regarding cost?

A. Never just accept constraints from management, periodically recalculate the estimate to complete, meet any agreed-upon estimates.

B. Meet any agreed-upon estimates, estimate larger-sized work components, accept constraints from management.

C. Periodically recalculate the estimate to complete, increase estimates by eliminating risks, re-estimate when changes are requested.

D. Never recalculate the estimate to complete, never just accept constraints from management, only use historical records for accurate estimates.

106．关于成本问题，以下哪项定义了项目经理应该做的事情？

A．不要只接受来自管理层的约束和假设，定期地重新评估完工估算，满足达成一致的估算。

B．满足达成一致的估算，对大规模的工作组成部分进行估算，接受来自管理层的约束和假设。

C．定期地重新评估完工估算，增加估算以应对风险，任何变更发生时都要进行重新评估。

D．不需要定期地重新评估完工估算，不要只接受来自管理层的约束和假设，在进行精确估算时只使用历史数据。

107. Which one of the following is NOT a trade-off decision that must be made in the development of the project plan?

A．Whether to use skilled or unskilled laborers.

B．The amount of profit vendors should make versus the profit other vendors have received in the past.

C．Manufacturing in-house or sub-contracting out the work.

D．The importance of cost versus quality.

107．以下哪一项不是在编制项目计划时必须做出的权衡决策？

A．使用熟练还是不熟练的劳动力。

B．比较供货方应该获得的利润和以前其他供货方收到的利润。

C．自制还是外包。

D．成本/质量的重要性。

108．Which of the following would be the MOST appropriate thing to do during the initiating process group?

A．Create a detailed description of the project deliverables.

B．Get familiar with the company culture and structure as it relates to the project.

C．Identify the root cause of problems.

D．Ensure all project management processes are complete.

108．以下哪项应该在启动过程组中被完成？

A．对项目可交付成果进行详细描述。

B． 熟悉公司的文化，了解和项目相关的组织架构。

C． 识别问题的根本原因。

D． 确保完成了所有的项目管理过程。

109． Scope decomposition involves subdividing the major project deliverables into smaller pieces to:

A. Improve the accuracy of estimates, define a baseline for performance, and assist with responsibility assignments.

B． Provide more activities to assign to resources.

C． Provide the project duration, provide project control, and assign control charts.

D． Assist in stakeholder assignment to project activities.

109． 范围分解是将项目主要可交付成果分解成较小的部分，目的是：

A． 提高估算的精确度、定义绩效基准、帮助进行责任分配。

B． 提供更多的活动以分配资源。

C． 提供项目活动历时、进行项目控制、分配控制图。

D． 帮助干系人进行项目活动分配。

110. Which of the following would be the MOST appropriate thing to do during the closing process group?

A． Hold inspections of work packages.

B． Perform procurement audits.

C． Obtain formal acceptance of the project scope from the customer.

D． Do project performance appraisals.

110. 以下哪项应该在收尾过程组完成？

A． 对工作包进行检查。

B． 实施采购审计。

C． 让客户正式接受项目范围。

D． 评估项目绩效。

111. Which of the following statements BEST describes how stakeholders are involved on a project?

A． They determine the project schedule, deliverables, and requirements.

B． They help to determine the project constraints and product deliverables.

C． They determine the resource needs and resource constraints on the project.

D． They help provide assumptions, the WBS, and the management plans.

111. 干系人对项目的影响以下描述正确的是？

A． 他们决定项目的进度、可交付成果及需求。

B． 他们有助于确定项目的约束条件和产品可交付物。

C． 他们决定项目的资源需求和资源制约因素。

D． 他们有助于提供假设条件、工作分解结构和管理计划。

112． Which process group focuses on completing the requirements of the project?

A． Initiating.

B． Planning.

C．Executing.

D．Closing.

112．在哪个过程组完成项目需求？

A． 启动。

B． 规划。

C． 执行。

D． 收尾。

113． 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.

113． 项目计划对于变更控制非常重要，这是因为它可以：

A． 针对管理哪些变更提供基准计划。

B． 为执行项目提供信息。

C． 提醒项目小组哪些问题将来可能引起问题。

D． 在整个项目期间变化。

114． Closure includes all of the following EXCEPT:

A．Determining performance measures.

B．Turning over the product of the project.

C．Documenting the degree to when each project phase was properly closed after its completion.

D．Updating the company's organizational process assets.

114． 收尾工作包括以下所有，除了：

A． 确定绩效测量标准。

B． 移交项目产品。

C． 记录项目阶段何时应该结束。

D． 更新公司的组织过程资产。

115． Which of the following statements is not true regarding the scope management plan?

A. The scope management plan can be informal and broadly framed, or formal and highly detailed.

B. The scope management plan is a subsidiary component of the project plan.

C. The scope management plan should describe how scope change request will be processed

D. The scope management plan should describe how likely scope change is to occur.

115． 关于范围管理计划，哪一个陈述是不正确的?

A． 范围管理计划可以是非正式和简要的，或者正式而且详细。

B． 范围管理计划是项目计划的组成部分。

C． 范围管理计划应该描述范围变更请求如何处理。

D． 范围管理计划应该描述范围变更发生的可能性。

116. The BEST method to control costs is to:

A． Estimate at the beginning of the project and then check costs against the baseline.

B.   Estimate during the execution of the project and then manage each activity to the budget.

C.   Estimate during planning and then re-estimate before each activity begins.

D.   Estimate during the initiation of the project and have management confirm the estimates.

116．控制成本的最佳方法是：

A.   项目一开始就做估算，然后检查实际成本和基线。

B.   在项目执行阶段做估算，然后控制每个活动的预算。

C.   在项目规划阶段进行估算，然后在每项活动开始前进行重新评估。

D.   在项目启动阶段做估算，然后让管理层进行批准。

117.   Change requests may result from-

A.   A review of the project charter.

B.   A review of the performing organization's strategic plan.

C.   Enhanced problem-solving skills on the part of the project team.

D.   An error or omission in scope definition.

117．变更请求可能来自：

A.   对项目章程的回顾。

B.   对执行项目的组织的战略计划的回顾。

C.   项目小组解决问题的技能得以提高。

D.   范围界定出错或遗漏。

118.   Which is the characteristic of quality that satisfies Customer's real needs?

A.   Conformance to specification.

B.   Fitness to use.

C.   Safety and environment.

D.   High Grade.

118．以下哪项是满足客户实际需求的质量特征？

A.   符合规范。

B.   适合使用。

C.   安全性和环境。

D.   高等级。

119.   In which part of the cost management process is earned value (EV) used?

A.   Performance measurement analysis and variance management.

B.   Forecasting and project performance reviews.

C.   Creating the cost baseline and the cost control system.

D.   Reserve analysis and cost aggregation.

119. 在以下哪个成本管理过程使用挣值管理（EV）？

A.   绩效衡量分析和偏差管理。

B.   预测和项目绩效评审。

C.   制定项目基线和成本控制系统。

D.   储备分析和成本累积。

120.   The direct responsibility for monitoring quality conformance is borne by:

A.   project engineer assigned to the project team.

B. project manager.

C. each functional manager.

D. quality manager.

120．监控质量达标的直接责任由谁承担？

A. 委派到项目小组的项目工程师。

B. 项目经理。

C. 每位职能经理。

D. 质量经理。

121. Which of the following is CORRECT in regard to the Control Scope process?

A. Effective scope definition can lead to a more complete project scope statement.

B. The control Scope process must be done before scope planning.

C. The Scope Control process must be integrated with other control processes.

D. Controlling the schedule is the most effective way of controlling scope.

121．以下关于控制范围过程的描述，正确的是：

A. 充分的范围定义有助于制定一个完善的项目范围说明书。

B. 控制范围过程必须在范围规划前完成。

C. 控制范围过程必须与其他控制过程结合。

D. 控制进度是控制范围最有效的方式。

122. EAC is a periodic evaluation of:

A. Cost of work complete.

B. Value of work performed.

C. Anticipated total cost at project completion.

D. What it will cost to finish the job.

122．完工估算是＿＿＿＿＿＿的定期评估。

A. 完成工作的成本。

B. 已完成工作的价值。

C. 项目完工时的预期总成本。

D. 完成工作需要花的成本。

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

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

B. Use some of the management reserve to accommodate the change.

C. Start cutting work packages.

D. Gain more resources.

123．项目的优先级突然降低，项目经理应该采取的最佳措施是什么？

A. 通知客户项目将会延期。

B. 动用管理储备，以应对发生的变更。

C. 削减工作包。

D. 获得更多的资源。

124. In what way does free float differ from total float?

A. Free float is commonly referred to as slack time whereas total float is as float time.

B. Free float only affects the early start of any immediately following activities.

C. There is no difference; the two terms are functionally equivalent.

D. An activity's free float is calculated by subtracting its total float from the critical path's total float.

124．总浮动时间和自由浮动时间的区别在于：

A. 自由浮动时间也可称为自由时差，总浮动时间也可称为总时差。

B. 自由浮动时间仅影响紧后活动的最早开工时间。

C. 没有区别，二者功能相当。

D. 一个活动的自由浮动时间是用它的总浮动时间减去关键路径浮动时间。

125. Which of the following statements about PDM is wrong?

A. It is a method used in CPM.

B. It uses boxes or rectangles to represent activities, and connects them with arrows that show the logical relationship that exist between them.

C. Finish-to-start is the most commonly used type or precedence relationship.

D. It is the tool of Develop Schedule.

125．下列关于 PDM 的说法错误的是：

A. 用于关键路径法。

B. 是一种用方框或矩形表示活动，用箭线连接活动的项目进度网络图绘制法。

C. 在 PDM 图中，"完成到开始"是最常用的逻辑关系类型。

D. 它是制定进度计划的工具。

126. Which of the following is part of the integration management process?

A. Monitor and Control Project Work.

B. Develop Human Resource Plan.

C. Perform Quality Assurance.

D. Control Communications.

126．以下哪项是整合管理过程的内容？

A．监控项目工作。

B．制定人力资源管理计划。

C．实施质量保证。

D．控制沟通。

127. Define Activities, Sequence Activities, and Estimate Activity Durations all occur before.

A. Develop Project Charter.

B. Create WBS.

C. Develop Schedule.

D. Project development.

127．定义活动、排列活动顺序及评估活动持续时间发生在以下哪项之前？

A．制定项目章程。

B．制定工作分解结构。

C．制定进度计划。

D．项目发展。

128.   What tool is a form of network analysis where resource management concerns drive scheduling decisions?
A.   Critical chain scheduling.
B.   PERT.
C.   Critical path method.
D.   Resource loading.

128. 下面哪一种网络分析方法中，资源管理考虑构成了项目进度决策的驱动因素？
A.   关键链进度法。
B.   PERT。
C.   关键路径法。
D.   资源负荷。

129.   All of the following are parts of the Plan Quality Management process EXCEPT:
A.   Benchmarking.
B.   Cost-benefit analysis.
C.   Inspection.
D.   Design of experiments.

129. 以下均是规划质量管理过程的内容，除了？
A．   基准对照。
B．   成本收益分析。
C．   检查。
D．   实验设计。

130.   A cost baseline is an output of which cost management process?
A.   Estimate activity resources.
B.   Estimate costs.
C.   Determine budget.
D.   Control costs.

130. 成本基线是以下哪个成本管理过程的输出？
A．   估算活动资源。
B．   估算成本。
C．   制定预算。
D．   控制成本。

131.   The amount of time that an activity can be delayed from its early start without delaying the project end date is called:
A.   Free Float.
B.   Total Float.
C.   Lead.
D.   Lag.

131. 一个活动从它的最早开工起到可以延迟而不至于影响到项目完工日期的时间段被称为：
A．   自由浮动时间。
B．   总浮动时间。

C．提前。

D．滞后。

132. In which process group does the team measure and analyze the work being done on the project?

A． Initiating.

B． Executing.

C． Monitoring and controlling.

D． Closing.

132．项目团队成员在哪个过程组分析衡量项目所完成的工作？

A．启动。

B．执行。

C．监控。

D．收尾。

133． All of the following are NOT parts of a project management plan EXCEPT:

A. Baselines.

B. Milestone list.

C. Risk register.

D. Lessons learned.

133．以下各项都不是项目管理计划的内容，除了：

A．基线。

B．里程碑清单。

C．风险登记册。

D．经验教训。

134． Which estimating method tends to be MOST costly for creating a project cost estimate?

A． Bottom-up.

B． Analogous.

C． Parametric.

D． 50/50 rule.

134．在制定项目成本估算时，以下哪项估算方式最消耗成本？

A．自下而上估算。

B．类比估算。

C．参数估算。

D．50/50 规则。

135． Which of the following BEST describes what a project charter may be used for when the work is being completed?

A． To make sure all the team members are rewarded.

B． To help determine if a scope change should be approved.

C． To assess the effectiveness of the change control system.

D． To make sure that all the documentation on the project is completed.

135．以下哪项描述了在工作完成时，项目章程被用来：

A. 确保所有的团队成员都得到了奖赏。

B. 帮助确定范围变更是否被批准。

C. 评估变更控制系统的效力。

D. 确保所有项目文件归档工作已经完成。

136. Recommended corrective actions result from which of the following?

A. Cost aggregation.

B. Bottom-up estimating.

C. Reserve analysis.

D. Control costs.

136. 推荐的纠正措施是以下哪项的结果？

A. 成本累积。

B. 自下而上估算。

C. 储备分析。

D. 成本控制。

137. Which of the following statement about project phases and project life cycles is true?

A. Similar Application Areas and Organizations have identical project life cycles.

B. Project phases within a project life cycle are always sequential.

C. Project life cycle does not define the beginning and end of a project.

D. Subprojects may have distinct project life cycles.

137. 关于项目阶段和项目生命周期说法正确的是哪一个？

A. 类似的领域和组织就有相同的项目生命周期。

B. 项目生命期内的项目阶段总是顺序排列的。

C. 项目生命期不定义项目的开始和结束。

D. 子项目可以有不同的生命周期。

138. To acquire an accurate estimate of the project, which approach to creating a WBS is often used for projects that involve entirely new systems or approaches to doing a job?

A. Bottom-up approach.

B. Analogy approach.

C. Template approach.

D. Top-down approach.

138. 使用全新的系统或方法来做项目工作，要获得项目的准确估算，使用什么方法做 WBS 比较好？

A. 自下而上法。

B. 类比法。

C. 模板法。

D. 自上而下法。

139. All of the following are purposes of the project charter EXCEPT:

A. It establishes the project.

B. It identifies the product acceptance criteria.

C. It gives the project manager authority.

D.   It includes stakeholders' requirements.

139． 以下各项均是项目章程的目的，除了：

A.   建立项目。

B.   确定产品接受标准。

C.   授权项目经理。

D.   包括干系人的需求。

140.   The following are all Controlling processes except for:

A.   control communications, administer procurements.

B.   manage stakeholder engagement, develop project team.

C.   control scope, verify scope.

D.   control cost, control schedule.

140． 下述选项属于监控过程组，但不包括：

A.   控制沟通、管理采购。

B.   管理干系人参与、建设项目团队。

C.   控制范围、核实范围。

D.   控制成本、控制进度。

141.   Which of the following BEST describes what a network diagram is used for when the work is being completed?

A.   To track the flow of information in a system, looking at all the interfaces.

B.   To determine if the evaluation criteria should be created before the contract statement of work is written.

C.   To see if the cost of a change exceeds the project cost baseline.

D.   To evaluate the reward system's effectiveness.

141． 以下各项中，哪项描述了在项目即将结束时使用网络图的原因？

A.   追踪系统中的信息流程，查看所有的界面。

B.   确定是否在合同工作说明完成之前制定了评估标准。

C.   确定变更的成本是否超出了项目成本基线。

D.   评估奖惩系统的效力。

142. Assurance that activities throughout time have conformed to the organization's requirements can be accomplished through the use of:

A.   Status reports.

B.   Benchmarking.

C.   Control charts.

D.   Project stage gates.

142． 要保证整个过程的活动符合组织的需求，可以通过 ＿＿＿实现？

A. 状态报告。

B. 标杆对照。

C. 控制图。

D. 项目阶段关口。

143.   During which project management process group are budget forecasts created?

A．Monitoring and controlling.

B．Planning.

C．Initiating.

D．Executing.

143．在以下哪个过程组进行预算预测？

A．监控。

B．规划。

C．启动。

D．执行。

144．The final project budget is created during which life cycle phase:

A．Initiation.

B．It is given to the project manager before the project management life cycle.

C．Planning.

D．Execution.

144．在哪一个项目阶段进行终极项目预算？

A．启动阶段。

B．在项目生命期开始前交给项目经理。

C．计划编制阶段。

D．执行阶段。

145．Which of the following represents information presented in its order of priority and helps focus on the MOST difficult issues?

A．A flowchart.

B．A fishbone diagram.

C．A control chart.

D．A Pareto chart.

145．以下哪项能显示问题的优先级，并集中解决最艰难的问题？

A．流程图。

B．鱼骨图。

C．控制图。

D．帕累托图。

146．The preparation of the scope baseline can BEST be described as involving:

A．The functional managers.

B．The project team.

C．All the stakeholders.

D．The project expediter.

146．谁负责制定范围基线？

A．职能经理。

B．项目团队。

C．所有干系人。

D．项目联络员。

147.   A project manager may use _____ to make sure the team members clearly know what work is included in each of their work packages.

A.   The project scope statement.

B.   The product scope.

C.   A WBS dictionary.

D.   A schedule.

147．为了确保团队成员清楚了解每个工作包所包括的工作，项目经理会使用以下哪个文件？

A．项目范围说明书。

B．产品范围。

C．工作分解结构词典。

D．进度计划。

148.   When should a schedule baseline be created and used?

A. At the beginning of the project and used to compare schedule performance on status reports.

B. At the end of the project and then used to measure team performance.

C. At the end of the project and included in the archive.

D. At the beginning of the project and used during the project to measure performance.

148．何时制定和使用进度基准？

A．项目一开始就使用，用来对比进度绩效。

B．项目结束时使用，用来衡量团队绩效。

C．项目结束时使用，并存入文档中。

D．项目一开始就使用，用来衡量项目绩效。

149.   Which of the following is CORRECT concerning a change management plan?

A.   It should include a method for controlling schedule.

B.   It is better if it focuses on cost.

C.   It is better if it concentrates on risk.

D.   It should be created during the executing process group.

149．以下关于变更管理计划的描述，哪项是正确的？

A．它应该包括控制进度的方法。

B．它最好应该关注成本。

C．它最好应该关注风险。

D．它应该在执行过程组创建。

150.   Who should be responsible for defining project objectives?

A.   Project manager.

B.   Sponsor.

C.   Project management team.

D.   Stakeholders.

150．由谁负责定义项目的目标？

A．项目经理。

B．发起人。

C．项目管理团队。

D. 干系人。

151. A cost management plan contains a description of:
A. The project costs.
B. How resources are allocated.
C. The budgets and how they were calculated.
D. Define the WBS and points at which measurement of control accounts will be performed.
151. 成本管理计划包括：
A. 项目的成本。
B. 资源如何分配。
C. 预算以及预算的计算方法。
D. 定义 WBS 中用于绩效测量的控制账户。

152. Under which circumstances is it BEST to use a network diagram rather than a bar chart?
A. To report to the sponsor.
B. To show interdependencies between activities.
C. To track progress or to report to the team.
D. To create a work breakdown structure.
152. 在以下哪种情况下最好使用网络图而不是甘特图？
A. 向发起人汇报时。
B. 展示活动之间的相互依赖关系时。
C. 跟踪项目状态或向团队做报告时。
D. 制定工作分解结构时。

153. All of the following are tools of Plan Quality EXCEPT:
A. Cost-benefit analysis.
B. Process Analysis.
C. Benchmarking.
D. Cost of quality.
153. 以下均是规划质量的工具，除了：
A. 成本收益分析。
B. 过程分析。
C. 标杆对照。
D. 质量成本。

154. In which of the following is a scope management plan created?
A. Verify Scope.
B. Plan Scope Management.
C. Define.
D. Create WBS.
154. 在以下哪个过程创建范围管理计划？
A. 核实范围。
B. 规划范围管理。
C. 定义范围。

D．创建工作分解结构。

155.   All of the following must be performed during project initiating EXCEPT:

A．Identify and document business needs.

B．Create a project scope statement.

C．Divide large projects into phases.

D．Accumulate and evaluate historical information.

155．以下各项均应在启动阶段完成，除了：

A．识别并归档业务需求。

B．创建项目范围说明书。

C．把项目分成不同的阶段。

D．搜集并评估历史信息。

156.   Cost forecasting can be best described by which of the following?

A. The process of developing the future trends along with the assessment of probabilities, uncertainties, and inflation that could occur during the project.

B. The process of assembling and predicting costs of a project over its life cycle.

C. The process of establishing budgets, standards, and a monitoring system by which the investment cost of the project can be measured and managed.

D. The process of gathering, accumulating, analyzing, monitoring, reporting, and managing the costs on an on-going basis.

156．以下哪句话最适合描述成本预测？

A．拟制概率评估、不确定性、以及项目期间可能发生的通货膨胀的未来走势的过程。

B．集合并预测项目生命期间成本的过程。

C．建立可以用来评估和管理项目投资成本的预算、标准和监控系统的过程。

D．一个连续的收集、累计、分析、监控、汇报、管理成本的过程。

157.   The main focuses of managing a project include: identifying requirements,establishing clear and achievable objectives, and:

A．Making sure all the scope is identified in initiating.

B．Eliminating the need for any changes.

C．Balancing competing demands for scope,time,cost,etc.

D．Holding status meetings with the team.

157．项目管理的主要关注点包括：识别需求、制定清晰的可实现的项目目标以及：

A．确保在启动阶段识别所有的项目范围。

B．避免变更需求。

C．平衡范围、时间和成本三者之间的关系。

D．和团队成员开项目状态会议。

158.   Considering the project schedule during the cost budgeting process-

A．Identifies the project elements so that costs can be allocated.

B．Allows costs to be assigned to the time period when they will be incurred.

C．Provides another way to help measure and monitor cost performance.

D．A and B.

158. 在成本预算过程中考虑项目进度计划：
A. 可以确认项目因素，然后进行成本分配。
B. 允许把成本分配到产生成本的时间段。
C. 提供另外一种帮助评估和监控成本执行情况的方法。
D. A 和 B。

159. A project manager spends time determining his company's objectives and how the project fits into them. This is an example of:
A. Responsibility charts.
B. Management by objectives.
C. The project's future.
D. The work breakdown structure.

159. 项目经理正在确定项目的目标及如何使项目符合公司需求。这是以下哪项的例子？
A. 职责分配图。
B. 目标管理。
C. 项目的未来。
D. 工作分解结构。

160. All the following are examples of Control Quality EXCEPT:
A. Inspection.
B. Cost of quality.
C. Pareto chart.
D. Fishbone diagram.

160. 以下均是控制质量的例子，除了：
A. 检查。
B. 质量成本。
C. 帕累托图。
D. 鱼骨图。

161. Which of the following statements is not true regarding the Scope Definition process?
A. The Scope Definition process is critical for project success.
B. The Scope Definition process improves cost, duration, and resource estimate accuracy.
C. The Scope Definition process allows the project manager to make clear responsibility assignments.
D. The Scope Definition process allows for constituent components to be decomposed to the deliverable level.

161. 关于定义范围，哪一种陈述是错误的？
A. 定义范围是项目成败的关键。
B. 定义范围义改善了成本、历时和资源估算的准确性。
C. 定义范围使项目经理进行明确的职责分配。
D. 定义范围把项目组成部分分解到可交付成果层面。