

## 入门 65 题

写在前面的话：

拿到教材的这一刻，同学们在光环的 PMP 备考之旅就正式起航了，相信同学们在看到书时都会有这样一个感受：这本书又大又厚字又多，整本书都是图表和框架，该如何下手？我看到怎样的程度才说明已经达到了预习的效果呢？

为了解决同学们上述的困难，让同学们的预习工作有方向、有基线、有测量，我们设计了以下 65 道作业题。这些作业题主要侧重对基础概念和流程的考核，请同学们在做题的过程中务必坚持一个原则：所有题目的答案一定要源自于 PMBOK 的某一句原话。

同学们从一开始就养成做题-看书-做题的好习惯，这才能为后面的学习打下坚实的基础。

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## 框架（PMBOK1-3 章）：

1. One of your team members informs you that he does not know which of the many projects he is working on is the most important. Who should determine the priorities among projects in a company?

- A. The project manager
- B. The project management team
- C. The project management office
- D. The team

1、一团队成员告诉你，他不知道自己负责的项目中哪个最重要。公司中谁确定项目的优先级？

- A、项目经理
- B、项目管理团队
- C、项目管理办公室
- D、项目团队

2. You are a project manager in a large organization that uses a matrix structure for projects. You have been asked to investigate what organizational structure your competitors use and how this affects their ability to manage projects successfully. How would you describe the MAIN difference between a matrix organization and a functional organization?

- A. In a functional organization, project managers have more authority than they do in a matrix organization.
- B. More people work full-time on projects in a functional organization than in a matrix organization.
- C. Project team members usually report to two bosses in a matrix organization; the functional manager and the project manager.
- D. Most companies have found that functional organization structures provide the most flexibility for managing projects.

2、你是一个大型组织的项目经理，该组织的项目采用矩阵结构形式。管理层要求你调查竞争对手使用的组织类型以及对项目管理的影响。你如何描述矩阵组织和职能组织的主要区别？

- A、在职能组织中，项目经理拥有较大的权力
- B、职能组织的成员都是全职做项目
- C、矩阵组织中，团队成员通常向职能经理和项目经理同时汇报工作
- D、大多数公司认为职能组织结构更具灵活性

3. The following are all Controlling processes except for:

- A. Report performance, administer procurements
- B. Manage stakeholder expectation, develop project team
- C. Control scope, verify scope
- D. Control cost, control schedule

3、下述选项属于监控过程组，但不包括：

- A、报告绩效、管理采购

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- B、管理干系人期望、建设项目团队
- C、控制范围、核实范围
- D、控制成本、控制进度

4. Your company is very excited to work on a major new project. Although the contract is not yet signed, your management wants you to go ahead and begin to staff the project. What should you do?

- A. Wait until the last minute to do so
- B. Ask the customer for a letter of intent
- C. Explain to management that this would not be a good idea at this point
- D. Only start to collect resumes and not commit any funds

4、承担一个重要的新项目使你的公司非常兴奋。尽管合同还没有签订，但你的管理层却让你往下进行并开始为项目配置人员。你应该怎么做？

- A、等待，直到最后时刻再这样做
- B、向客户索要一份意向书
- C、向管理层解释在此时这样做不合适
- D、只开始收集个人简历并且不负任何资金

5. Which of the following is NOT an input to the initiating process group?

- A. Company processes
- B. Company culture
- C. Historical WBSs
- D. Project scope statement

5、以下哪项不是启动过程组的输入？

- A、企业流程
- B、企业文化
- C、以往的工作分解结构
- D、项目范围说明书

6. The CEO of the company has assigned a project manager to a project that the CEO has wanted to do for a long time. What should the project manager do first?

- A. Assist the CEO in putting together a benefit/cost analysis to show the need for the project
- B. Work with the CEO to get buy-in from the other stakeholders
- C. Produce a ranking of all feasible projects, including the assigned project, in weighted scoring of decision variables
- D. Guide the creation of a project charter

6、一个公司的CEO任命项目经理来管理一个很久以来就想进行的项目。项目经理首先应该做什么？

- A、帮助CEO进行成本/效益分析来说明项目的必要性
- B、和CEO一道去获得其它干系人的支持
- C、就所有可行的项目排序，根据决策变量制定权重
- D、指导建立一个项目章程

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7. Which organization is most effective in many cross-functional activities?
- A. Matrix
  - B. Projectized
  - C. Functional
  - D. Any organization
- 7、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
8. A functional manager wants to change an activity estimate. The project manager analyzes the change and determines that it will cause a delay to the entire project. Who should authorize the change?
- A. Project team
  - B. Sponsor
  - C. Project manager
  - D. Change control board
- 8、一位职能经理想修改某活动的估算时间。项目经理经过分析后，认为这会导致整个项目的延期。谁有权批准该变更？
- A、项目团队
  - B、发起人
  - C、项目经理
  - D、变更控制委员会
9. A project is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?
- A. The project manager
  - B. The project team
  - C. The sponsor
  - D. The stakeholders
- 9、一个项目因为项目章程的修改而难以进行下去。谁有权决定对项目章程的修改？
- A、项目经理
  - B、项目团队
  - C、发起人
  - D、干系人
10. During project executing, a project manager from the information systems department is trying to complete the project, yet is constantly faced with interference from the manager of the engineering department. The engineering department keeps changing the resources assigned to the project team and their availability. What type of matrix does this represent?
- A. Strong matrix
  - B. Weak matrix

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- C. Functional matrix
- D. Tight matrix

10、在项目执行期间，来自于信息部门的项目经理负责完成项目，但工程部门的经理经常干涉到项目。工程部门经理经常改变放在项目上的资源。此项目处于哪种矩阵组织中？

- A、强矩阵
- B、弱矩阵
- C、职能矩阵
- D、紧密矩阵

### 整体管理：

1. 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.

1、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

2. The work authorization system can be used to:

- A. Control who does each task
- B. Control who does each task and when it is done
- C. Control what time and sequence the work is done
- D. Control how much resources each task spends

2、工作授权系统可以用于：

- A、控制谁完成每项工作
- B、控制谁以及何时完成每项工作
- C、控制何时以及以什么顺序完成每项工作
- D、控制完成每项工作花费的资源

3. A project manager has put in place rules covering who will have access to controlled documents, how changes to these items will be recorded and approved, and how everyone will know what the current version is. The project manager is therefore creating a:

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

3、项目经理已经制定了相关规定，即有权使用受约束文件的人员、如何记录并批准与此相关的变更，以及所有人了解当前版本的方式等内容。项目经理正在创建：

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- A、工作授权系统
- B、变更控制系统
- C、配置管理系统
- D、项目管理信息系统

4. Your customer asks for a small change in the project, which was not budgeted in the project. It is a small effort as compared to the total project and you need the goodwill of the customer for such a multimillion-dollar pipeline project. You will:

- A. Refuse to do the work
- B. Agree to do the work at no charge
- C. Do the work and bill him later
- D. Assess the cost and schedule impact and tell them you will decide later

4、你的客户要求一个小的变更，它并没有包括在项目预算以内。和整个项目相比，这只是一个小的工作，而且对于这样一个几百万美元的管道项目，你需要客户的良好信赖。你应该：

- A、拒绝这一工作
- B、同意免费接受这一工作
- C、做这一工作，然后开票
- D、评估对进度和成本的影响，告诉他们你随后再作决定

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

- A. Wait until all changes are known and print out a new schedule.
- B. Make sure the project charter is still valid.
- C. Change the schedule baseline.
- D. Talk to management before any changes are made.

5、在项目的实施阶段发生了大量的变更。项目经理应该：

- A、等待所有的变更确认后，打印一份新的进度表
- B、确认项目章程还是否具备效力
- C、更改进度基准
- D、任何变更发生前先找管理层商谈

## 范围管理

1. What tools and techniques are typically used in the scope definition process?
- A. Work breakdown structure templates and decomposition of deliverables into smaller, more manageable components.
  - B. Analysis of the product, identification of alternative approaches, expert judgment, and facilitated workshops.
  - C. Review of historical information, creation of project constraints and assumptions, and cost/benefit analysis estimates.
  - D. Project justification, work breakdown structure templates, and identification of alternative approaches.

1、定义范围过程的典型工具和技术包括：

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- A、工作分解结构模板，交付成果分解为更小的可管理的组件。  
B、产品分析、备选方案生成、专家判断和引导式研讨会。  
C、历史信息评估、建立项目约束条件和假设条件、成本效益 / 分析估算。  
D、项目依据、工作分解结构模板、替换方案识别
2. Which of the following is an output of the Collect Requirements process?  
A. Requirements traceability matrix.  
B. Project scope statement.  
C. Work breakdown structure.  
D. Requested scope changes.
- 2、以下哪项是收集需求过程的输出？  
A、需求追踪矩阵  
B、项目范围说明书  
C、工作分解结构  
D、请求的范围变更
3. All of the following are inputs to the Validate Scope process EXCEPT:  
A. Work breakdown structure.  
B. Project scope statement.  
C. WBS dictionary.  
D. Inspection.
- 3、以下各项均是确认范围的输入，除了：  
A、工作分解结构  
B、项目范围说明书  
C、工作分解结构词典  
D、检查
4. Product verification is different than validate scope in that product verification:  
A. Occurs during the executing process group.  
B. Verifies that the correct products have been used.  
C. Obtains customer sign-off.  
D. Makes sure all work is completed.
- 4、产品核实不同于范围核实，因为产品核实：  
A、发生在执行过程组  
B、核实是否使用了正确的产品  
C、获得客户的签字认可  
D、确保所有工作都已完成
5. Which of the following is done during the Create WBS process?  
A. Product analysis.  
B. Project selection.  
C. Decomposition.  
D. Alternatives identification.

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5、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

## 时间管理

1. A team member from research and development tells you that her work is too creative to provide you with a fixed single estimate for the task. You both decide to use the average time the task has taken for past projects to predict the future. This is an example of which of the following?

- A. Parametric estimation
- B. PERT
- C. CPM
- D. Monte Carlo

1、一名从事研发的项目团队成员告诉你她所执行的工作太具有创造性，无法提供每项任务的固定的单一的估算。你们决定使用过去的项目上的相关任务的平均时间，用以预测未来。这属于下述那种方法？

- A、参数估算
- B、PERT
- C、CPM
- D、Mont Carlo 分析

2. Which of the following is an output of the Define Activities process?

- A. A WBS.
- B. An activity list.
- C. A network diagram.
- D. A project schedule.

2、以下哪项是定义活动的输出？

- A、工作分解结构
- B、活动清单
- C、网络图
- D、项目进度表

3. 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.

3、关键路径上的活动被延迟了，那么最应该：

- A、获得更多资源

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- B、告诉客户项目将要延期
- C、压缩进度
- D、削减范围

4. Inputs to Define Activities include all the following EXCEPT:

- A. WBS.
- B. A project scope statement.
- C. A team.
- D. A project schedule.

4、以下均是定义活动的输入，除了：

- A、工作分解结构
- B、项目范围说明书
- C、团队成员
- D、项目进度计划

5. 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.

5、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

## 成本管理

1. All of the following are inputs to the determine budget process EXCEPT:

- A. Activity cost estimates.
- B. Work breakdown structure.
- C. Project scope statement.
- D. Project performance reviews.

1、以下均是制定预算的输入，除了：

- A、活动成本估算
- B、工作分解结构
- C、项目范围说明书
- D、项目绩效评审

2. If a project manager is completing detailed estimating, which type of estimating is MOST likely being used?

- A. Bottom-up

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- B. Analogous  
C. Parametric  
D. 50/50 rule
- 2、如果项目经理想做详细的估算，那么应该使用以下哪种工具？  
A、自下而上估算  
B、类比估算  
C、参数估算  
D、50/50 规则
3. An estimate at completion (EAC) is an output of which of the following?  
A. Control costs  
B. Project performance review  
C. Variance management  
D. Performance Measurement Analysis.
- 3、完工估算（EAC）是以下哪个过程的输出？  
A、控制成本  
B、项目绩效评审  
C、偏差管理  
D、绩效衡量分析
4. A project manager uses the cost of individual work packages that have the greatest level of details to generate the cost estimates for a project. This cost estimating technique is known as which of the following?  
A. Parametric  
B. Analogous  
C. Bottom-up  
D. PERT
- 4、项目经理利用最低层的各个工作包成本来产生项目的成本估算。这种成本估算技术称作下列哪一项估算技术？  
A、参数估算  
B、类比估算  
C、自下而上估算  
D、PERT 法估算
5. If project A has an NPV of \$30, 000 and project B of \$50, 000, what is the opportunity cost if project B is selected?  
A. \$23, 000  
B. \$30, 000  
C. \$20, 000  
D. \$50, 000
- 5、如果项目 A 的净现值为 30000 美元，项目 B 的为 50000 美元，那么选取项目 B 的机会成本是多少？  
A、\$23, 000  
B、\$30, 000

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- C、\$20,000
- D、\$50,000

## 质量管理

1. A project manager works on the process improvement plan during the planning phase. The project manager compares the project process, tools and techniques with other projects to identify best practices and provide a basis for measuring performance. This process is known as which of the following?

- A. Benchmarking
- B. Statistical sampling
- C. Design of experience
- D. Control charts

1、项目经理在计划编制阶段制定过程改进计划。项目经理比较了其他项目的项目过程、工具和技术，确定最佳实践方法并为衡量绩效提供依据。

这个过程称作下列哪一项？

- A、标杆对照
- B、统计抽样
- C、试验设计
- D、控制图

2. All of the following are tools of Plan Quality Management EXCEPT:

- A. Cost-benefit analysis.
- B. Process Analysis.
- C. Benchmarking.
- D. Cost of quality.

2、以下均是规划质量管理的工具，除了：

- A、成本收益分析
- B、过程分析
- C、标杆对照
- D、质量成本

3. 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. Which of the following is an output of this process?

- A. Quality problems
- B. Quality metrics
- C. Recommended corrective action
- D. Quality audits

3、项目正在进行中，而项目经理和质量保证部门的人员一起协作，以提高干系人对项目遵循质量标准的信心。那么，该过程的输出是：

- A、质量问题
- B、质量测量指标

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- C、推荐的纠正措施
- D、质量审计

4. 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.

4、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

5. A project manager and team from a firm that designs railroad equipment are tasked to design a machine to load stone onto railroad cars. The design allows for two percent spillage, amounting to over two tons of spilled rock per day. In which of the following does the project manager document quality control, quality assurance, and quality improvements for this project?

- A. Quality management plan
- B. Quality policy
- C. Control charts
- D. Project management plan

5、一位项目经理正在和他的团队设计铁路设备。他们的目标是设计一种机械可以将石头运送到火车上。最初制定的目标是每天运载两吨石头，而在运载过程中石头的溢漏不能超过2%。那么，项目经理将质量控制、质量保证和过程改进的文档记录在：

- A、质量管理计划
- B、质量政策
- C、控制图
- D、项目管理计划

## 人力资源管理

1. An input to team development is\_\_\_\_\_

- A. General management skill
- B. The project communications management plan
- C. The schedule, so that each team member can be assigned responsibility for specific work packages
- D. The reward and recognition system

1、以下哪项是团队建设的一个输入？

- A、一般管理技巧
- B、人力资源管理计划

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- C、进度计划，这样就可以就具体的工作包为每个小组成员分配职责。
- D、奖励和认可制度
2. All the following are examples of team-building techniques except:
- A. Off-site activities to improve interpersonal relationships among team members
- B. Reward and recognition systems
- C. The kickoff meeting
- D. Smoothing over of team conflicts by the project manager
- 2、以下各项均为团队建设技术，除了：
- A、工作场地外搞活动改善小组成员间人际关系
- B、奖励和认可制度
- C、开工准备会议
- D、项目经理平息小组冲突
3. Change requests are an output of which processes?
- A. Manage Project Team and Report Performance.
- B. Manage Stakeholder Expectations and Determine Budget.
- C. Define Scope and Plan Communications.
- D. Plan Procurements and Perform Qualitative Risk Analysis.
- 3、变更请求是以下哪项过程的输出？
- A、管理项目团队和报告绩效
- B、管理干系人期望和制定预算
- C、定义范围和规划沟通
- D、规划采购和实施定性风险分析
4. Searching for solutions that bring some degree of satisfaction to all parties is which of the following conflict resolution techniques?
- A. Compromising
- B. Confronting
- C. Collaborating
- D. Smoothing
- 4、寻求能够给各方都带来某种满意度的解决方案属于下列哪一种冲突解决技巧？
- A、妥协
- B、面对
- C、合作
- D、缓解
5. To successfully motivate a team in today' s high-tech environment, which motivational theories should the PM use to maintain a happy, productive team?
- A. Expectancy and Theory x
- B. Theory Y and Maslow' s Hierarchy
- C. Theory Y, Expectancy and Herzberg' s Hygiene Factors
- D. Herzberg' s Hygiene Factors and Expectancy.

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5、在当今的高科技环境中，要成功的激励一个团队，项目经理要使用哪些激励理论才能保持一个快乐高效的团队？

- A、期待、理论 X
- B、理论 Y 和 Maslow 等级制度
- C、理论 Y，期待、Herzberg 保健因素
- D、Herzberg 保健因素、期待

## 沟通管理

1. Inputs to the plan communications management process include all the following except:

- A. Project management plan.
- B. Stakeholder register.
- C. Enterprise environmental factors.
- D. Forecasts.

1、以下均是规划沟通管理过程的输入，除了：

- A、项目管理计划
- B、干系人登记册
- C、事业环境因素
- D、预测

2. The tool or technique used for communication planning is—

- A. Stakeholder analysis
- B. Communication skills
- C. Information retrieval systems
- D. Information distribution systems

2、以下哪项是用于沟通计划编制的工具或技术？

- A、项目干系人分析
- B、沟通技术
- C、信息检索系统
- D、信息发布系统

3. “What information needs to be collected when” is part of which of the following?

- A. Formal reporting.
- B. Plan communications.
- C. Stakeholder management.
- D. Earned value.

3、“何时以及需要收集哪些信息”是以下哪项内容的一部分？

- A. 正式报告。
- B. 规划沟通。
- C. 干系人管理。
- D. 挣值。

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4. A project team is having difficulty communicating over long distances. There were 13 team members from two countries, and then five people from India were added. This is of concern to the project manager because:
- A. Communications channels grow rapidly.
  - B. It will be harder to use reward power.
  - C. Communication blockers grow linearly.
  - D. Conflict can be increased with an increase in project priorities.
- 4、项目团队在远距离沟通上遇到了困难，13 位团队成员来自不同的 2 个国家，后来又增加了 5 位来自印度的成员。这应该引起项目经理的关注，因为：
- A. 沟通渠道迅速增加。
  - B. 使用奖励权力变得更困难。
  - C. 沟通阻碍者以直线的速度增加。
  - D. 项目优先级的增加导致冲突的增加。
5. What percent of time do project managers spend communicating?
- A. 90
  - B. 20
  - C. 70
  - D. 25
- 5、项目经理用于沟通的时间百分比应该是：
- A. 90
  - B. 20
  - C. 70
  - D. 25

## 风险管理

1. If the team cannot identify a suitable response to an identified risk, which risk response strategy would they apply?
- A. Avoidance.
  - B. Mitigation.
  - C. Acceptance.
  - D. Transference.
- 1、如果团队不能为已识别的风险制定适当的应对计划，它们应该采用何种应对策略？
- A、回避
  - B、减轻
  - C、接受
  - D、转移
2. 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.

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- D. They may result in a project change request.
- 2、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
3. Allocating ownership of a risk to a third party who is best able to capture the opportunity is an example of \_\_\_\_\_ the risk.
- A. Sharing.
  - B. Enhancing.
  - C. Exploiting.
  - D. Accepting.
- 3、与最能抓住机会的第三方合作是以下哪项风险的例子？
- A、分享
  - B、提高
  - C、开拓
  - D、接受
4. This tool and technique of Control Risk 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
- 4、这是一个控制风险的工具方法，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
5. You are using information-gathering techniques to identify project risks. It's very important that you keep biases to a minimum. Which technique should you use?
- A. Interviewing
  - B. Delphi
  - C. Peer review
  - D. Nominal group
- 5、你在使用信息收集技术来识别风险，很重要的一点是要把偏见降低到最低水平，你应该使用什么技术？
- A、访谈法
  - B、德尔菲法
  - C、同行审查

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## D、名义小组技术

## 采购管理

1. To close the contract, procurement documentation should be collected, indexed, and filed. As an input to close procurement, it includes all of the following EXCEPT?
  - A. Contract schedule, scope, quality and cost performance.
  - B. Payment records.
  - C. The information that can be used for lessons learned and as a basis for evaluating contractors for future contracts.
  - D. Negotiated settlements.
- 1、合同收尾时，采购文档应当收集、索引和归档。作为采购收尾的一项输入，它包括以下内容，但除了
  - A、合同进度、范围、质量和成本绩效；
  - B、付款纪录；
  - C、可用作经验教训和在未来合同评估供应商的基础信息；
  - D、协商解决；
2. Which of the following are frequently used tools in procurement planning?
  - A. Make or buy analysis, expert judgment, and contract type selection.
  - B. Contract type selection, bidders' conferences, and expert judgment.
  - C. Expert judgment, audits, and bidders conferences.
  - D. Make or buy analysis, contract type selection, and weighting system.
- 2、下面哪一个选择是采购计划编制中的常用工具？
  - A、自制/外购分析、专家判断和合同类型选择；
  - B、合同类型选择、招标会和专家判断；
  - C、专家判断、审计和招标会；
  - D、自制/外购分析、合同类型选择和加权系统；
3. Source selection criteria are an output of which process?
  - A. Plan Quality.
  - B. Plan Risk Responses.
  - C. Plan Procurements.
  - D. Estimate Costs.
- 3、供方选择标准是以下哪项的输出？
  - A、规划质量
  - B、规划风险应对
  - C、规划采购
  - D、估算成本
4. The procurement audit is complete and contract closure is achieve. As part of contract closure, what tool should the project manager apply to manage contract documents?
  - A. Records management system to archive contract documentation

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- B. PMIS to update the organization process assets
- C. Internet to publish the documents
- D. Procurement file which is a complete set of indexed contract
- 4、采购审计已经结束，合同收尾也已完成。作为合同收尾的组成部分，项目经理应该利用下列哪一项工具来管理合同文件？
- A、利用记录管理系统来存档合同文件
- B、利用 PMIS 来更新组织过程资产
- C、利用互联网来发布文件
- D、利用采购文档，这是一整套索引化的合同。
5. Under a certain contract, a list of allowable costs is established for supplier reimbursement. The supplier is paid \$102,000, of which \$80,000 is actual cost. The original cost estimate of the contract is \$90,000 and \$20,000 is incentive fee. The supplier gets a 20% share of cost savings achieved. This is which of the following types of contracts?
- A. Fixed-price incentive-fee
- B. Cost-plus-fixed-fee
- C. Fixed-price with economic price adjustment
- D. Cost-plus-incentive-fee
- 5、在某种特定合同下，确定有可列支成本作为供应商的补偿。供应商已获得\$102,000 的支付款项。其中\$80,000 为实际成本。合同原始成本估算为\$90,000, \$20,000 作为奖励酬金。对于实现成本节约，供应商获得其中的 20%。
- 这属于下列哪一个合同类型？
- A、固定总价加奖励费用合同
- B、成本加固定费用合同
- C、可按经济指数价格调整的固定总价合同
- D、成本加激励费用合同

## 干系人管理

1. Which of the following is a tool of the Manage Stakeholder Engagement?
- A. Expert judgment.
- B. Interpersonal skills.
- C. Meetings.
- D. Information management systems.
- 1、下列哪一项是管理干系人期望的工具？
- A. 专家判断
- B. 人际关系技能
- C. 会议
- D. 信息管理系统
2. Which of the following is an output of the Plan Stakeholder Management?
- A. Stakeholder register.
- B. Issue log.

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- C. Work performance information.  
D. Stakeholder management plan.
- 2、下列哪一项是规划干系人管理的输出？  
A. 干系人登记册  
B. 问题日志  
C. 工作绩效信息  
D. 干系人管理计划
3. A major construction project has been having a lot of schedule changes due to unanticipated weather problems. Who is it BEST to notify of these changes?  
A. Stakeholders.  
B. Sponsor.  
C. Project team.  
D. Functional managers.
- 3、由于不可预料的天气原因，一个主要建设项目遇到了很多进度方面的变更。谁最应该知道这些变更信息？  
A. 干系人。  
B. 发起人。  
C. 项目团队。  
D. 职能经理。
4. A project manager is initiating a new project. What is the main reason for identifying all stakeholders?  
A. Identify costs and plan a budget  
B. Understand expectations and maximize positive influence.  
C. Plan communications and collect requirements  
D. Plan quality and identify risks
- 4、项目经理正在启动一个新项目，识别所有干系人的主要原因是什么？  
A. 识别成本并计划预算  
B. 了解预期期望，并将正面影响最大化  
C. 计划沟通和收集需求  
D. 计划质量和识别风险
5. A project is nearing completion when sponsor A is replaced by sponsor B. What should the project manager do first?  
A. Meet with sponsor B to determine if any project changes are needed  
B. Finish the project based on the sponsor A's goals  
C. Begin change control procedures  
D. Update the stakeholder register
- 5、当新进公司的发起人B替代A时，项目已接近完工，项目经理首先应该怎么做？  
A. 与发起人B会面，确定是否需要任何项目变更  
B. 根据发起人A的目标完成项目  
C. 开始变更控制  
D. 更新干系人登记册

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## 计算

1. A project manager is trying to coordinate all the activities on the project and has determined the following:

1 can start immediately and has an estimated duration of one week. Activity 2 can start after activity 1 is completed and has an estimated duration of four weeks. Activity 3 can start after activity 2 is completed and has an estimated duration of five weeks. Activity 4 can start after activity 1 is completed and has an estimated duration of eight weeks. Both activities 3 and 4 must be completed before the end of the project. What is the duration of the critical path for this project?

- A. 10
- B. 11
- C. 14
- D. 8

1、项目经理正在努力协调所有活动，确定如下信息：

活动 1 可以马上开工，估计活动工期为 1 周；活动 2 在活动 1 完成后开始，估计活动工期为 4 周；活动 3 在活动 2 结束后开始，估计活动工期为 5 周；活动 4 在活动 1 结束后开始，估计活动工期为 8 周。活动 3 和活动 4 必须在项目结束前完成。项目的关键路径是多少？

- A、10
- B、11
- C、14
- D、4

2. Activity A has a pessimistic estimate of 36 days, a most likely estimate of 21 days, and an optimistic estimate of 6 days. What is the probability that activity A will be completed in 16 to 26 days?

- A. 99.73%
- B. 95.46%
- C. 84.24%
- D. 68.26%

2、一个活动的最悲观估算为 36 天，最可能估算为 21 天，最乐观估算为 6 天。该活动在 16 至 26 天内完工的概率是：

- A、99.73%
- B、95.46%
- C、84.24%
- D、68.26%

3. A company's business has been seriously impacted due to cheaper imports. The company creates a project team to explore new product options to increase the revenue from the current value of \$100 million. The project team drafts two product options: Produce A has a 40% chance of increasing revenue to \$150 million and a 30% chance of reducing revenue to \$60 million due to warranty claims. It also has a 30% chance that there will be no impact on revenue.

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Product B has a 50% chance of increasing revenue to \$130 million and 20% chance of reducing revenue to \$80 million due to warranty claims and litigation. There is a 30% chance that revenue will remain the same.

Which produce provides the best EMV?

- A. Option A with EMV of \$108 million
- B. Option B with EMV of \$111 million
- C. Option A with EMV of \$111 million
- D. Option B with EMV of \$108 million

3、廉价的进口商品已经严重影响公司的业务。公司组建一支项目团队, 开发新产品方案, 希望在目前的\$1 亿营业收入基础上有所提高。项目团队起草了两套产品方案:

产品 A 有 40%的可能性将收入提高到\$1.5 亿, 但有 30%可能性因保证索赔使收入会降低至\$6000 万. 还有 30%可能性对收入无影响。

产品 B 有 50%的可能性将收入提高到\$1.3 亿, 但有 20%可能性因保证索赔和诉讼使收入会降低至\$8000 万. 还有 30%的可能性收入将保持不变。

哪项产品能够提供最佳的 EMV?

- A、方案 A, EMV 为\$1.08 亿
- B、方案 B, EMV 为\$1.11 亿
- C、方案 A, EMV 为\$1.11 亿
- D、方案 B, EMV 为\$1.08 亿

4. A project manager manages a project using EVM. During project execution, the project manager finds the following:

$SV > 0$

$SPI > 1.0$

$CV < 0$

$CPI = 0.85$

Which of the following describes the project accurately?

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

4、项目经理使用EVM管理项目。在项目执行期间, 项目经理得到以下数据:

$SV > 0$

$SPI > 1.0$

$CV < 0$

$CPI = 0.85$

下列哪一项是这个项目的准确描述?

- A、进度超前, 符合预算
- B、进度和预算符合预期
- C、进度超前, 但超出预算
- D、进度落后, 并超出预算

5. If the optimistic estimate for an activity is 12 days, and the pessimistic estimate is 18 days, what is the standard deviation of this activity?

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- A. 1
- B. 1.3
- C. 6
- D. 3

5、某一活动的乐观估算时间为12天，悲观估算时间为18天，那么此项活动的标准差为：

- A、1
- B、1.3
- C、6
- D、3

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