

PMP 练习题一

1、A project is nearing completion when the project team learns of new regulations for the region where the product is to be installed. The project manager determines that a new feature will have to be added to ensure compliance, which will impact the resources, schedule, and budget.

What is needed to communicate and apply the activities required to comply with these new regulations?

- A.Risk breakdown structure (RBS)
- B.Change control
- C.Issue log
- D.Process analysis

项目接近完工，此时项目团队得知即将安装产品的所在地区即将实施新法规。项目经理决定为确保遵守新法规，必须添加一项新功能，而这将影响到资源、进度计划和预算。为遵守这些新法规，需要下列哪一项来沟通和应用于需要的活动？

- A.风险分解结构（RBS）
- B.变更控制
- C.问题日志
- D.过程分析

2、During project execution, the project team misunderstands how to use a new technology. As a result, significant rework is required, which increases overall costs.

From what source can the project manager obtain additional funds for the rework?

- A.Key stakeholder
- B.Management reserve
- C.Contingency reserve
- D.Project sponsor

在项目执行期间，项目团队对如何使用一项新技术产生误解。结果需要大量返工，导致整体成本增加。

项目经理可以从什么渠道获得额外的返工资金？

- A.关键相关方
- B.管理储备
- C.应急储备
- D.项目发起人

3、During the execution of a project that is at risk of falling behind schedule, the project manager learns that the company's most skilled resource will be available from a project that finished early. The project manager insists that the resource be immediately assigned to their project team, with the expectation of a positive impact on the project.

What strategy did the project manager apply?

- A.Share
- B.Accept

C.Transfer

D.Exploit

在执行一个处于落后于进度风险的项目期间，项目经理了解到，某个项目提前完成，公司中技能最高的资源将可用。项目经理坚持让该资源立即分配到他们的项目团队，期望为项目带来积极影响。

项目经理应用的是什么策略？

- A.分享
- B.接受
- C.转移
- D.开拓

4、 While working on an assembly line, a team member reports the high failure rate of a product. What should the project manager use to support this evidence?

- A.Kaizen approach
- B.Nominal group technique
- C.Quality metrics
- D.Force field analysis

在装配线上工作时，一名团队成员报告了产品的高失败率。项目经理应使用什么来支持这项证据？

- A.改善方法
- B.名义小组技术
- C.质量测量指标
- D.力场分析

5、在项目执行期间，项目发起人通知项目经理，现金流制约因素已经导致原始预算资金不可用。项目发起人修改资金可用性，并要求项目经理继续执行已减少活动的项目。

项目经理首先应该做什么？

- A.生成变更请求
- B.更新工作分解结构（WBS）
- C.更新项目管理计划
- D.接受请求并继续执行项目

6、 A project team is working on the scope baseline component of the project management plan. What document should be included?

- A.Work breakdown structure (WBS) dictionary
- B.Risk management plan
- C.Cost management plan
- D.Scope management plan

项目团队正在努力确定项目管理计划范围基准组成部分。应将哪份文件包含在内？

- A.工作分解结构（WBS）字典
- B.风险管理计划
- C.成本管理计划
- D.范围管理计划

7、The following are the project tasks:

Task A (duration 4 days); Task B (duration 3 days); Task C (duration 4 days); Task D (duration 2 days); Task E (duration 3 days); Task F (duration 4 days).

Tasks D and F cannot start until task C is complete. Tasks A and B can start any time after task C starts, but must complete before the end of the project. Task E cannot start until task D is complete. During the execution of task B, Which was started one day after task C had started, An exception happened which will cause a 2-day delay for this task.

What action should be taken to ensure the project is completed on time?

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

项目任务如下：

任务 A（持续时间 4 天）； 任务 B（持续时间 3 天）； 任务 C（持续时间 4 天）； 任务 D（持续时间 2 天）； 任务 E（持续时间 3 天）； 任务 F（持续时间 4 天）。

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

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

8、A project manager assumes a project for a company that undergoing organizational changes and about to be restructured. What should the project manager do to ensure that the project is aligned with the company's goals and objectives?

- A.Obtain project charter approval.
- B.Reach agreement at the kick-off meeting.
- C.Perform a gap analysis against the business case.
- D.Analyze the project against the company's mission, vision, and values.

项目经理承担一家公司的一个项目管理，但该公司正在进行组织变更且即将重组。若要确保该项目与该公司的目的和目标保持一致，项目经理应该怎么做？

- A.获得项目章程的批准
- B.在项目启动大会上达成协议
- C.按照商业论证进行差距分析
- D.按照该公司的使命、愿景和价值观分析该项目

9、A company decides to sign a firm fixed price (FFP) contract with a provider for the implementation of an online banking system. What risk response strategy is being used?

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

公司决定与一个供应商签署一份固定总价（FFP）合同，实施一个在线银行系统。这使用的是什么风险应对策略？

- A.转移
- B.回避
- C.开拓
- D.接受

10、A project manager receives a business case from a company's senior management. This company has a history of abandoning projects midway through the execution phase and not providing sufficient requested resources.

What should the project manager do?

- A.Build a work breakdown structure (WBS).
- B.Develop a project charter.
- C.Build a project management plan.
- D.Develop a strategic plan.

项目经理从一家公司的高级管理层收到一份商业论证，该公司之前曾有在项目执行阶段中途放弃项目且不能提供足够要求资源的历史。项目经理应该怎么做？

- A.制定工作分解结构（WBS）。
- B.制定项目章程。
- C.制定项目管理计划。
- D.制定战略计划。

11、During testing, multiple product defects are identified. What tool or technique should the project manager use to prioritize these defects?

- A.Control chart
- B.Pareto diagram
- C.Variance analysis
- D.Rough order of magnitude estimate (ROM)

在测试期间发现了多个产品缺陷，项目经理应使用下列哪项工具或技术为这些缺陷排列优先顺序？

- A.控制度
- B.帕累托图
- C.偏差分析
- D.粗略量级估算（ROM）

12、A project manager reviews the schedule performance and calculates that the actual cost (AC) of work completed is 220, the cost variance (CV) is - 20, and the planned value (PV) is 180 What is the project's schedule variance (SV)?

- A.-40 B.-20 C.20 D.40

项目经理审查进度绩效，并计算出已完成工作的实际成本（AC）是 220，成本偏差（CV）为-20，以及计划价值为 180。项目的进度偏差（SV）是多少？

- A.-40 B.-20 C.20 D.40

13、A consultant informs the project manager that an internal customer resource is working on

the project and wants to be informed of project status. What document should be updated?

- A. Organization chart
- B. Procurement contract
- C. Communications management plan
- D. Meeting minutes

一位顾问告知项目经理，一名内部客户资源正在为项目工作，并希望获知项目状态。哪一份文件应更新？

- A. 组织图
- B. 采购合同
- C. 沟通管理计划
- D. 会议记录

14、A project manager is unable to implement a project because the required resources are unavailable. The project manager is concerned that the project is coming to an end without completion of the deliverable.

What should the project manager do?

- A. Refer to the risk register.
- B. Update the work breakdown structure (WBS).
- C. Update the project management plan.
- D. Escalate to the project stakeholders.

由于必要的资源不可用，项目经理无法执行项目。项目经理担忧项目临近结束，却未完成可交付成果。

项目经理应该怎么做？

- A. 查阅风险登记册
- B. 更新工作分解结构（WBS）
- C. 更新项目管理计划
- D. 上报给项目相关方

15、A manufacturing company identifies the need for a new line of products. What should the company do to justify this?

- A. Develop a project management plan.
- B. Apply for capital.
- C. Complete a business case.
- D. Market the new product.

一家制造公司为一条新产品生产线识别需求。公司应该怎么做来验证这个需求？

- A. 制定项目管理计划
- B. 申请资金
- C. 完成商业论证
- D. 销售新产品

16、Due to personal reasons, a project team member informs the project manager that they will be out of work for two weeks. This team member is the only resource who can perform a critical-path task.

What document should the project manager update first?

- A. Work breakdown structure
- B. Risk register
- C. Human resource management plan
- D. Project schedule

由于个人原因，一名项目团队成员通知项目经理将不能工作两周时间，该团队成员是能够执行一项关键路径任务的唯一资源。

项目经理应首先更新哪一份文件？

- A. 工作分解结构
- B. 风险登记册
- C. 人力资源管理计划
- D. 项目进度计划

17、A functional manager needs to know when certain resources allocated to a project will become available for other assignments. What should the project manager provide to the functional manager?

- A. Staff release plan
- B. Resource calendar
- C. Responsibility assignment matrix (RAM)
- D. Staff acquisition plan

职能经理需要知道分配给某个项目的某些资源何时可以分配到其它任务上。项目经理应该向职能经理提供什么文件？

- A. 人员解散计划
- B. 资源日历
- C. 责任分配矩阵（RAM）
- D. 人员招募计划

18、A production line is restarted after a lengthy delay. What tool or technique should the project manager use to validate that the product still meets the required specifications?

- A. Cause-and-effect diagram
- B. Design of experiments
- C. Expert judgment
- D. Inspection

在漫长的延期后，生产线重新启动。若要核实产品是否仍然满足要求的技术规范，项目经理应该使用什么工具或技术？

- A. 因果图
- B. 实验设计
- C. 专家判断
- D. 检查

19、A company must develop a project management culture to survive in a changing environment. In the past, the organization's vision was driven by the supply department. However, the supply department's vice president (VP), who is a key project stakeholder, refuses to adopt the new culture.

How can alignment with this new culture be obtained?

- A. Invite the VP to project meetings.
- B. Speak with the VP to determine the issue's root cause.
- C. Conduct coaching sessions with the VP.
- D. Ask management to schedule a strategic meeting with all project stakeholders.

为了在不断变化的环境中生存下来，公司必须制定项目管理文化。过去，该组织的愿景主要受供应部门驱动。然而，作为关键项目相关方的供应部门副总裁却拒绝采用新文化。如何能够获得对这种新文化的一致认可？

- A. 邀请供应部门副总裁参加项目会议
- B. 与供应部门副总裁谈话，确定问题的根本原因
- C. 给供应部门副总裁开辅导课
- D. 让管理层安排一次所有项目相关方参与的战略会议

20、A project manager, newly assigned to project A, learns that the project is behind schedule due to insufficient human resources. Economic constraints deter the company from recruiting new staff. However, the project manager discovers that project B is nearing completion.

To ensure the scheduled delivery of project A, what should the project manager do?

- A. Wait until Project B is complete, then allocate the resources to project A
- B. Negotiate and influence for the required resources.
- C. Require project B's team members to work on project A.
- D. Require project A's team members to work overtime.

项目经理刚刚被任命管理项目 A，了解到由于人力资源不足，项目落后于进度。经济制约因素阻碍了公司招募新员工。但是，项目经理发现项目 B 即将完工。

若要确保项目 A 按进度计划交付，项目经理应该怎么做？

- A. 等到项目 B 完工，然后分配资源给项目 A
- B. 协商并影响需要的资源
- C. 要求项目 B 的团队成员为项目 A 工作
- D. 要求项目 A 的团队成员加班工作

21、A company is as a performing organization on an infrastructure development project sponsored by the government. After recent elections, all ongoing, government-sponsored infrastructure projects are put on hold for review.

What project document should the project manager update?

- A. Scope management plan
- B. Issue log
- C. Risk register
- D. Project schedule

一家公司作为一个由政府发起的基础设施开发项目执行组织。最近选举后，所有正在进行的政府发起的基础设施项目均被搁置审查。

项目经理应该更新哪份项目文件？

- A. 范围管理计划
- B. 问题日志
- C. 风险登记册
- D. 项目进度计划

22、A project manager takes over a struggling project and learns that the team is frustrated by the way the former project manager interacted with them. The team was concerned that the former project manager made key decisions without involving them.

What motivational theory describes the former project manager?

- A.Theory Y
- B.Maslow's hierarchy of needs
- C.Motivation-hygiene theory
- D.Theory X

项目经理接管了一个苦苦挣扎的项目，了解到团队对前任项目经理与他们的互动方式感到失望。团队对前任项目经理在没有团队参与的情况做出关键决策感到担忧。

哪种激励理论描述的是前任项目经理？

- A.Y 理论
- B.马斯洛需求层次理论
- C.激励-保健理论
- D.X 理论

23、A stakeholder complains that notification of the project's delayed delivery was not received. What should the project manager have done to prevent this?

- A.Updated the requirements traceability matrix
- B.Reviewed the communications management plan
- C.Reviewed the risk management plan
- D.Updated the stakeholder register

一名相关方抱怨说未收到项目延期交付的通知，若要防止这个问题，项目经理应该事先做什么？

- A.更新需求跟踪矩阵
- B.审查沟通管理计划
- C.审查风险管理计划
- D.更新相关方登记册

24、A project manager wants to perform forecasting to determine if a project will meet its cost and schedule goals. What source provides the information to create this forecast?

- A.Work performance information
- B.Work performance reports
- C.Work performance data
- D.Work performance baseline

项目经理希望执行预测，确定项目是否满足其成本和进度目标。哪个来源将提供创建这项预测的信息？

- A.工作绩效信息
- B.工作绩效报告
- C.工作绩效数据
- D.工作绩效基准

25、New software must be manufactured by a specific, non-negotiable date, and scope and costs cannot be changed. Deliverables from previous phases of the project are already late.

Before manufacturing the software, what should the project manager use to plan the testing phase schedule?

- A. Crashing
- B. Fast tracking
- C. Risk control
- D. Quality control

新软件必须在一个确切的、不可协商的日期制造完成，且不能变更范围和成本。项目前几个阶段的可交付成果已经延迟。

在制造软件之前，项目经理应使用什么来制定测试阶段的进度计划？

- A. 赶工
- B. 快速跟进
- C. 风险控制
- D. 质量控制

26、A Project resource is missing assigned task deadlines. The resource complains that additional tasks were assigned by their supervisor.

What should the project manager do?

- A. Provide a written warning to the resource.
- B. Hire additional resources.
- C. Analyze the situation with the resource and their supervisor.
- D. Identify project priorities with the project management office (PMO).

一名项目资源错过分配任务的期限。该资源抱怨说其主管分配了额外任务。

项目经理应该怎么做？

- A. 向该资源提出书面警告
- B. 聘用额外的资源
- C. 与该资源及其主管一起分析情况
- D. 与项目管理办公室（PMO）一起确定项目优先次序

27、A key stakeholder is concerned about the delivery of the next work package and the costs associated with the next phase. Where should the project manager find this information?

- A. Issue log report
- B. Procurement statement of work (SOW)
- C. Work performance report
- D. Control chart

一名关键相关方担心下一个工作包的交付以及与下个阶段相关的成本。项目经理可以从哪里找到这个信息？

- A. 问题日志报告
- B. 采购工作说明书（SOW）
- C. 工作绩效报告
- D. 控制图

28、During an equipment upgrade project, the project manager requests weekly progress reports from a provider. The provider states that only one final report is required.

What document should be reviewed to validate this?

- A. Responsible, accountable, consult, and inform (RACI) matrix
- B. Work breakdown structure (WBS)
- C. Communications management plan
- D. Agreement

在一个设备升级项目期间，项目经理要求供应商每周提供进度报告。该供应商提出只需提交一份最终报告即可。

若要核实这一点，应该查阅哪一份文件？

- A. 执行、负责、咨询和知情（RACI）矩阵
- B. 工作分解结构（WBS）
- C. 沟通管理计划
- D. 协议

29、During a brainstorming session, the project team develops a series of response strategies to mitigate the impact of a power failure during the commissioning phase of a new office building. What should the project manager consider when choosing the best strategy?

- A. Lowest cost
- B. Ease of implementation
- C. Cost effectiveness
- D. Ability to provide quick results

在一次头脑风暴会议期间，项目团队制定了一系列应对策略，以减轻在新办公楼调试阶段电源故障的影响。选择最佳战略时，项目经理应考虑什么？

- A. 最低成本
- B. 易于实施
- C. 成本效益
- D. 能够提供快速结果

30、A new project manager assumes an ongoing project where 50 percent of project team members are outsourced. The project manager discovers that the outsourced team members are delivering production documentation that is noncompliant with company standards.- What should the project manager do?

- A. Review the human resource management plan to educate the resources on company standards.
- B. Follow the actions outlined in the procurement documents.
- C. Conduct performance assessments, and then begin the termination process.
- D. Reassign the work to team members familiar with company standards.

一名新项目经理负责管理一个正在进行中的项目，其中 50% 的项目团队成员均属于外包。项目经理发现外包团队成员交付的生产文档与公司标准不符。项目经理应该怎么做？

- A. 审查人力资源管理计划，教育这些资源遵循公司标准
- B. 遵循采购文件中描述的行动
- C. 开展绩效评估，然后开始终止过程
- D. 将工作重新分配给熟悉公司标准的团队成员

31、During a team meeting, a team member states that a previously identified risk should be dosed. What should the project manager do?

- A. Use expert judgment.
- B. Schedule periodic risk reassessments.
- C. Conduct a root cause analysis.
- D. Perform a qualitative risk analysis.

在团队会议期间，团队成员提出之前识别的风险应关闭。项目经理应该怎么做？

- A. 使用专家判断
- B. 安排定期风险再评估
- C. 开展根本原因分析
- D. 执行定性风险分析

32、A company plans to invest US\$1 million in the development of a new product. According to a feasibility study, the new product will create revenues of US\$300,000 in the first year and US\$400,000 in each of the two subsequent years.

Based on the assumption that the discount rate is 10 percent, what are the statuses of the project's

net present value (NPV) and feasibility?

- A. NPV is positive and feasibility is negative.
- B. NPV is negative and feasibility is negative
- C. NPV is positive and feasibility is positive
- D. NPV is negative and feasibility is positive.

公司计划投资 100 万美元开发一项新产品。根据可行性研究，新产品将在第一年创造 30 万美元的收入，在随后两年每年创造 40 万美元的收入。

根据折现率为 10% 的假设条件，项目的净现值（NPV）和可行性情况如何？

- A. NPV 为正的，可行性为负的
- B. NPV 为负的，可行性为负的
- C. NPV 为正的，可行性为正的
- D. NPV 为负的，可行性为正的

33、In a virtual organization, what should be done to manage the flow of project information during the planning stage?

- A. Develop a structured communications management plan.
- B. Establish a formal channel for communications.
- C. Assemble a team of people that work in the same time zone.
- D. Review lessons learned from previous virtual projects.

在一个虚拟组织中，应事先完成下列哪一项来管理规划阶段的项目信息流？

- A. 制定结构化的沟通管理计划
- B. 制定正式的沟通渠道
- C. 组建一支在相同时区工作的人员团队
- D. 审查过往虚拟项目的经验教训

34、A project team consists of some team members who are actively involved and some who are passive. What tool or technique should the project manager use to obtain the best outcome to identify risks?

- A. Expert judgment

B.Delphi

C.Three-point

D.Survey

项目团队由多名团队成员组成，一些成员积极参与项目，而另一些成员却比较消极。若要获得识别风险的最佳结果，项目经理应该使用哪一项工具或技术？

- A.专家判断
- B.德尔菲技术
- C.三点估算法
- D.调查

35、A team member is inconsistent with the delivery of tasks and has been late for the last three project status meetings. This impacts the project's critical path.

What should the project manager do?

- A.Speak privately with the team member.
- B.Remove the team member from critical-path tasks.
- C.Address the issue during the next project status meeting.
- D.Ignore the issue.

一名团队成员不遵守任务交付时间，过去三次项目状态会议都迟到。这影响到项目关键路径。

项目经理应该怎么做？

- A.与该团队成员私下谈谈
- B.将该团队成员从关键路径任务上移除
- C.在下一次项目状态会议上解决该问题
- D.忽视该问题

36、A dedicated, specialized resource for a critical activity asks to work from home beginning next month. The project requires this team member to work on site for the next three months.

What should the project manager do?

- A.Ask management for a replacement.
- B.Discuss this issue with the team member's manager.
- C.Analyze the impact of the team member working off site.
- D.Immediately discuss this issue with the team member.

一项关键活动的专用、专业资源要求从下个月开始在家里工作。项目要求该团队成员未来三个月在现场工作。

项目经理应该怎么做？

- A.向管理层要求替换
- B.与团队成员的经理讨论该问题
- C.分析该团队成员不在现场工作的影响
- D.立即与团队成员讨论该问题

37、A project manager will communicate with three community members and three internal customers. How many communication channels will the project have?

- A.10
- B.15

C.21

D.36

项目经理将与三名社区成员和三名内部客户沟通。项目将有多少个沟通渠道？

A.10

B.15

C.21

D.36

38、A new product requires an extensive recall that incurs costs. What should the project manager have done to reduce the chance of a recall?

A.Held in-process product inspections

B.Instituted rigorous procurement processes

C.Obtained insurance

D.Adhered to the risk management process

一项新产品需要导致成本的广泛召回。若要降低召回几率，项目经理应该怎么做？

A.进行在制品检查

B.实行严格的采购过程

C.办理保险

D.遵守风险管理过程

39、A project manager receives a project charter and schedules an initial kick-off meeting. However the meeting is poorly attended by company resources.

What should the project manager have considered to avoid this?

A.Organizational process assets

B.Enterprise environmental factors

C.Agreements

D.Communications management plan

项目经理收到项目章程，并安排召开一次初步项目启动大会。然而，参加这次会议的公司资源很少。

若要避免这个问题，项目经理应该考虑哪一点？

A.组织过程资产

B.事业环境因素

C.协议

D.沟通管理计划

40、At the end of a project, the project manager discovers that several regulatory requirements went omitted from the approved scope and, therefore, not addressed. What should the project manager do next?

A.Initiate a change request to address these requirements.

B.Instruct team members to make the changes before closing the project.

C.Start a new project with these requirements as the scope.

D.Use the management reserve to address these requirements.

在项目结束时，项目经理发现已批准的范围中遗漏多项法规要求，因此导致未解决。项目经理下一步应该怎么做？

- A.提出一项变更请求，解决这些要求
- B.指示团队成员在项目收尾之前进行变更
- C.开始一个新项目，将这些要求作为范围
- D.使用管理储备来解决这些要求

41、A project manager planning a large procurement activity wants to communicate with all prospective vendors before submitting a proposal. What tool or technique should the project manager use?

- A.Bidder conference
- B.Vendor bid analysis
- C.Make-or-buy analysis
- D.Procurement audit

项目经理正在规划一个大型采购活动，希望在提交建议书之前与所有潜在供应商沟通。项目经理使用什么工具或技术？

- A.投标人会议
- B.卖方投标分析
- C.自制或外购分析
- D.采购审计

42、A small project with a short duration requires the procurement of steel rods from an outside supplier. While the unit price of the steel rods is mutually agreed to by both parties, it is impossible to determine the quantity of steel or the project's duration with any degree of confidence.

What type of contract should be used?

- A.Firm fixed price (FFP)
- B.Cost-plus fixed fee (CPFF)
- C.Cost plus incentive fee (CPIF)
- D.Time and material (T&M)

一个工期短的小项目要求从外部供应商采购钢棒。虽然双方共同约定了钢棒的单价，但不可能有任何信心确定钢棒数量或项目持续时间。

这应该使用哪一个合同类型？

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

43、A project manager discovers that a project's earned value (EV) is smaller than its planned value (PV), and that its EV is more than its actual cost (AC). To meet planned schedule and budget requirements, what should the project manager do?

- A.Release some resources.
- B.Submit scope change request.
- C.Apply resource smoothing.
- D.Consider fast tracking.

项目经理发现项目的挣值（EV）小于计划价值（PV），且其 EV 大于其实际成本（AC）。为

满足计划的进度和预算要求，项目经理应该怎么做？

- A.解散一些资源
- B.提交范围变更请求
- C.应用资源平滑
- D.考虑快速跟进

44、A project manager decides to subcontract some tasks to an external service provider. What process ensures that the service provider's performance meets contractual requirements?

- A.Control Charts
- B.Control Procurements
- C.Procurement Negotiations
- D.Contracts Change Control System

项目经理决定将一些任务分包给外部服务提供商。哪个过程能确保服务提供商的绩效满足合同要求？

- A.控制图
- B.控制采购
- C.采购谈判
- D.合同变更控制系统

45、A project manager advises the project sponsor of an issue with a project's external dependency. A project partner needs to upgrade its point-of-sale system, which appears unlikely to occur prior to the go-live date. Although this will incur additional costs, the project sponsor decides to move forward with the project.

What type of response is this?

- A.Expected monetary value (EMV) analysis
- B.Third-party risk transfer
- C.Monetary modeling and simulation analysis
- D.Risk acceptance

项目经理向项目发起人告知一个与项目外部依赖有关的问题。一个项目合作伙伴需要升级其销售点系统，这在上线日期之前似乎不可能发生。虽然将发生额外成本，项目发起人决定继续向前推进该项目。

这属于什么类型的应对？

- A.预期货币价值（EMV）分析
- B.第三方风险转移
- C.货币建模与仿真分析
- D.风险接受

46、When defining and documenting a project's scope, what documentation should the project manager consult first?

- A.Project charter
- B.Enterprise environmental factors
- C.Functional requirements
- D.Business requirements

定义并记录项目范围时，项目经理首先应查看哪一份文档？

- A.项目章程
- B.事业环境因素
- C.功能需求
- D.业务需求

47、An engineer working on projects A and B is losing motivation for project A. What should the project manager of project A do?

- A.Discuss the issue with project
- B.Discuss the issue with the project manager.
- C.Ask team members to provide encouragement to the engineer.
- D.Meet with the engineer to identify a satisfactory solution.

在项目 A 和 B 上工作的工程师正在失去为项目 A 工作的动力。项目 A 的项目经理应该怎么做？

- A.与项目 B 的项目经理讨论该问题
- B.与项目团队讨论该问题
- C.让团队成员为工程师提供鼓励
- D.与工程师开会，确定一个满意的解决方案

48、Midway through project execution, the project manager determines that part of the scope necessary to produce the deliverable was omitted during estimating and planning. After the change control board (CCB) approves the request to add items to the scope statement, what should the project manager do next?

- A.Update the project documentation.
- B.Review work performance reports.
- C.Update the lessons learned database.
- D.Review the impact with the client.

在项目执行中途，项目经理确定对生产可交付成果有必要的范围部分，在估算和规划期间被忽略了。变更控制委员会（CCB）批准将这些事项添加进范围说明书的请求后，项目经理下一步应该怎么做？

- A.更新项目文件
- B.审查工作绩效报告
- C.更新经验教训数据库
- D.与客户一起审查影响

49、During project execution, an earthquake causes minor damage that will not impact the schedule.

What should the project manager do next?

- A.Follow the risk response plan.
- B.Call the insurance company.
- C.Ask the project sponsor for instructions.
- D.Stop the project and order damage repair.

在项目执行期间，一次地震造成轻微损坏，但不会影响进度。项目经理下一步应该怎么做？

- A.遵循风险应对计划

- B.联系保险公司
- C.请求项目发起人指示
- D.停止项目并命令修复损坏

50、While creating a work breakdown structure (WBS), a project manager must decompose a task titled “solicit bids.” What can the project manager use to further subdivide the task?

- A.Ishikawa diagram
- B.Critical chain method (CCM)
- C.Expert judgment
- D.Analogous estimating

创建工作分解结构（WBS）时，项目经理必须分解一项名为“招标”的任务。项目经理使用什么来进一步细分任务？

- A.石川图
- B.关键链法（CCM）
- C.专家判断
- D.类比估算

51、In reviewing a project’s status, a project manager discovers that they are not being informed about customer changes accepted by team members. This leads to redundant work flows and undocumented changes.

What should the project manager do?

- A.Reject the changes and implement the original scope.
- B.Change the project scope to include the changes.
- C.Accept the changes and modify the scope, schedule, and cost baselines.
- D.Review the situation and conduct the Perform Integrated Change Control process.

审查项目状态时，项目经理发现团队成员在未向其告知的情况下接受客户变更。这导致额外的工作流程以及未记录的变更。

项目经理应该怎么做？

- A.拒绝变更并实施原始范围
- B.更改项目范围，包含这些变更
- C.接受变更，并修订范围、进度计划和成本基准
- D.审查情况，并执行实施整体变更控制过程

52、A project manager receives a request to include a security feature for a new product launch. This feature was not included in the project management plan or the schedule. The project manager identifies that it can be implemented without impacting the project schedule or budget. What should the project manager do next?

- A.Issue a change request according to the change management plan.
- B.Ask the security analyst to implement the feature as soon as possible.
- C.Reject the request.
- D.Update the project management plan and lessons learned document.

项目经理收到一项请求，在新产品发布中包含一项安全功能。这项功能未包含在项目管理计划或进度计划中。项目经理确定可以在不影响项目进度或预算的情况下实施这项功能。项目经理下一步应该怎么做？

- A.按照变更管理计划签发变更请求
- B.要求安全分析员尽快实施该功能
- C.拒绝请求
- D.更新项目管理计划和经验教训文件

53、A project manager resigns midway through a project. What document should the project sponsor use to transfer project authority to the new project manager?

- A.Project management plan
- B.Business case
- C.Project charter
- D.Project scope statement

项目经理在一个项目中途辞职了。项目发起人应该使用哪一份文件来将项目职权转移给新项目经理？

- A.项目管理计划
- B.商业论证
- C.项目章程
- D.项目范围说明书

54、A one-week delay occurs during project execution. The project manager identifies that authorizing overtime will regain the time lost. However, project management office (PMO) policies prohibit overtime.

What should the project manager do?

- A.Submit a change request.
- B.Hire additional resources.
- C.Inform the project team of the delay.
- D.Update the project schedule.

在项目执行过程中发生为期一周的延期。项目经理确定批准加班将夺回时间损失。但是，项目管理办公室（PMO）的政策禁止加班。

项目经理应该怎么做？

- A.提交变更请求
- B.聘用额外的资源
- C.将延期情况通知项目团队
- D.更新项目进度计划

55、A senior project manager is overseeing a large team of experts. When disagreements arise within the team, the senior project manager considers each viewpoint and restores order.

What conflict resolution technique does this describe?

- A.Collaborate/problem solve
- B.Force/direct
- C.Compromise/reconcile
- D.Smooth/accommodate

一名高级项目经理正在管理一支大型专家团队。团队中产生分歧时，高级项目经理考虑每个人的观点并恢复秩序。

这描述的是什么冲突解决技术？

- A.合作/解决问题
- B.强迫/命令
- C.妥协/调解
- D.缓解/包容

56、During a project kick-off meeting, a key stakeholder requests clarification of the project's impact on company goals. Where can the project manager find this information?

- A.Project management plan
- B.Project charter
- C.Project schedule, budget, and quality requirements
- D.Enterprise environmental factors

在项目启动大会上，一名关键相关方要求澄清项目对公司目标的影响。项目经理可以从哪里找到这个信息？

- A.项目管理计划
- B.项目章程
- C.项目进度计划、预算和质量要求
- D.事业环境因素

57、A project manager discovers that, due to existing legislation, a feature cannot be implemented as planned. This will seriously impact the project baseline.

What should the project manager have done to avoid this?

- A.Spent more time creating a detailed communications management plan
- B.Exercised more strict control of change requests
- C.Hired a more experienced group of vendors
- D.Identified assumptions and constraints during project initiation

项目经理发现由于现有立法，一项功能不能按计划实施。这将严重影响项目基准。若要避免这个问题，项目经理应该事先做什么？

- A.花更多的时间创建详细的沟通管理计划
- B.实行更严格的变更请求控制
- C.聘用经验更丰富的供应商团队
- D.在项目启动期间识别假设条件和制约因素

58、A customer requests the ability to alter requirements as a project evolves, and to receive product; when completed rather than on the scheduled date. What methodology should the project manager use to accommodate these requests?

- A.Waterfall
- B.Agile
- C.Prototyping
- D.Spiral

客户要求具备随项目进展更改需求的能力，并要求在项目完成时收到产品，而非在进度计划日期收到产品。项目经理应该使用什么方法论来适应这些要求？

- A.瀑布
- B.敏捷
- C.原型法

D.螺旋法

59、A completed project has been in operation for a month and is within the accepted range of adoption. However, the final invoice for the project has not been accepted.

What should the project manager do?

- A. Identify requirements for new functionalities.
- B. Obtain financial, legal, and administrative closure.
- C. Determine what issues arose after the go-live date.
- D. Meet with the finance department.

一个已完成的项目已进入运营一个月，且在接受的采用范围内。但是，项目的最终发票未获接受。

项目经理应该怎么做？

- A. 识别新功能的需求
- B. 获得财务、法律和行政收尾
- C. 确定上线日期之后发生了哪些问题
- D. 与财务部开会

60、A key project team member refuses to work on a specific task. The project manager chooses to postpone further discussion of the matter until the following day.

What conflict management technique is the project manager using?

- A. Collaborate/problem solve
- B. Force/direct
- C. Smooth/accommodate
- D. Withdraw/avoid

一名关键项目团队成员拒绝为某项具体任务工作，项目经理选择推迟到第二天继续讨论该问题。

项目经理使用的是哪种冲突管理技术？

- A. 合作/解决问题
- B. 强迫/命令
- C. 缓解/包容
- D. 撤退/回避

61、A new technology, with which most team members are unfamiliar, is identified as a risk. As part of the risk response strategy, the project manager defines a plan for formal training, coaching, and mentoring of the team on this technology.

What process should be used to evaluate whether these risk mitigation efforts will be effective?

- A. Plan Risk Responses
- B. Supervision Risks
- C. Control Schedule
- D. Develop Project Team

大部分团队成员不熟悉的一项新技术被识别为一个风险。作为风险应对策略的组成部分，项目经理制定了为团队提供该技术的正式培训、训练和指导计划。

应使用哪个过程来评价这些风险减轻工作是否有效？

- A. 规划风险应对

- B.监督风险
- C.控制进度
- D.建设项目团队

62、To coincide with the holiday shopping season, the marketing department decides to release a product earlier than originally planned. Based on this, the project manager hires two additional resources for critical tasks.

What technique did the project manager use?

- A.Resource smoothing
- B.Fast tracking
- C.Crashing
- D.Resource leveling

为了迎合节假日购物季，营销部门决定比原计划提前发布一个产品。基于这个目的，项目经理为关键任务聘用两个额外的资源。

项目经理使用的是什么技术？

- A.资源平滑
- B.快速跟进
- C.赶工
- D.资源平衡

63、When developing a risk management plan, what should a project manager do to identify risks?

- A.Establish ground rules.
- B.Review project documents.
- C.Evaluate the risk register.
- D.Review probability and impact matrix.

在制定风险管理计划时，项目经理应如何识别风险？

- A.制定基本规则
- B.审查项目文件
- C.评估风险登记册
- D.审查概率和影响矩阵

64、A vendor submits a final deliverable's key component and requests contract closure. What should the project manager do?

- A.Close the contract.
- B.Use the component.
- C.Validate the component.
- D.Ask for stakeholder approval.

供应商提交最终可交付成果的关键部件，并请求合同收尾。项目经理应该怎么做？

- A.收尾合同
- B.使用部件
- C.核实部件
- D.请求相关方批准

65、A customer acceptance test is coming to a close, but the customer requests that a change be made before providing approval. What should the project manager do?

- A. Employ the Validate Scope process.
- B. Notify the sponsor.
- C. Make the change and obtain approval.
- D. Add the request to the scope via the Perform Integrated Change Control process.

客户验收测试即将结束，但是客户要求提供批准之前进行一项变更。项目经理应该怎么做？

- A. 应用核实范围过程
- B. 通知项目发起人
- C. 进行变更，并获得批准
- D. 通过实施整体变更控制过程将该请求添加进范围当中

66、A project's scope has undergone continuous growth, which negatively impacts its schedule and cost. What should the project manager have done better to minimize these impacts?

- A. Developed a change management plan
- B. Requested project sponsor approval
- C. Improved communications
- D. Assessed project requirements to establish project deliverables

项目范围已经历不断增长，这对进度和成本造成负面影响。若要尽可能减少这些影响，项目经理最好应事先完成哪一项？

- A. 制定变更管理计划
- B. 请求项目发起人批准
- C. 改进沟通
- D. 评估项目需求，制定项目可交付成果

67、According to a project status report, a project's earned value (EV) is 0.6 and its planned value (PV) is 0.4. What performance measures are calculated using this information?

- A. Cost variance (CV) and cost performance index (CPI)
- B. Schedule variance (SV) and CPI
- C. SV and schedule performance index (SPI)
- D. CV and SPI

根据项目状态报告，项目挣值（EV）为 0.6，计划价值（PV）为 0.4。使用该信息能计算出什么绩效测量结果？

- A. 成本偏差（CV）和成本绩效指数（CPI）
- B. 进度偏差（SV）和 CPI
- C. SV 和进度绩效指数（SPI）
- D. CV 和 SPI

68、A project manager must contract with a supplier to develop new software for a project estimated to take one-and-a-half years to complete. The project sponsor wants to ensure that supplier cost variations will not impact project costs.

What type of contract should be used?

- A. Firm fixed price (FFP)

B.Fixed price incentive fee (FPIF)

C.Cost plus fixed fee (CPFF)

D.Cost plus incentive fee (CPIF)

项目经理必须与供应商签订合同，为一个预期要花一年半时间完工的项目开发新软件。

项目发起人希望确保供应商成本偏差将不会影响项目成本。

这应该使用哪一个合同类型？

A.固定总价合同（FFP）

B.成本总价加激励费用合同（FPIF）

C.成本加固定费用合同（CPFF）

D.成本加激励费用合同（CPIF）

69、A change request is approved by the change control board (CCB). What should the project manager do next?

A.Execute the change.

B.Update the project management plan.

C.Update the project baseline.

D.Notify the sponsor.

变更请求已经获得变更控制委员会（CCB）的批准。项目经理下一步应该怎么做？

A.执行变更

B.更新项目管理计划

C.更新项目基准

D.通知项目发起人

70、Budgets are being reduced by company management, therefore a decision must be made on how to reduce the budget of a critical, ongoing project.

The project manager should do which of the following first?

A.Submit an updated schedule that reduces cost, and reduces the scope of final deliverables.

B.Dismiss some of the assigned resources and lengthen the project timeline.

C.Eliminate the management reserve to keep the project.

D.Use a sensitivity analysis to evaluate the various risks.

公司管理层正在削减预算；因此必须作出如何削减某个关键、持续项目预算的决定。项目经理首先应该怎么做？

A.提交能够减少成本的更新进度计划，并减少最终可交付成果的范围

B.解散某些分配的资源并延长项目时间线

C.减少管理储备以保持项目进行

D.使用敏感性分析评估不同风险

71、A software company develops a new application for its current computer system. During the pilot phase review, many users identify different issues with the application. The technical manager collects and documents these complaints to determine where the greatest opportunity for improvement to the application would be found.

What should the technical manager use to interpret the data collected?

A.Affinity diagram

B.Force field analysis

C.Pareto diagram

D.Checksheet

软件公司为其目前的计算机系统开发了一款新应用程序在试验阶段审查期间,许多用户识别到应用程序的不同问题技术经理收集和计量这些投诉,确定将在哪里找到改进应用程序的最大机会

技术经理应使用什么来解释收集的数据?

- A.亲和图
- B.力场分析
- C.帕累托图
- D.核对表

72、What benefit does the Monitoring and Controlling process provide to the project?

- A.It identifies variances by observing and measuring project performance.
- B.It identifies inputs to the change control board (CCB) by observing and measuring project performance.
- C.It updates the process improvement plan by observing and measuring project performance.
- D.It updates the project management plan by observing and measuring project performance.

监控过程将向项目提供什么好处?

- A.通过观察和衡量项目绩效来识别偏差
- B.通过观察和衡量项目绩效向变更控制委员会 (CCB) 识别输入
- C.通过观察和衡量项目绩效来更新过程改进计划
- D.通过观察和衡量项目绩效来更新项目管理计划

73、A project manager is assigned to an existing project and needs to understand the project deliverables. The project manager should refer to which of the following?

- A.Project charter
- B.Project requirements specification
- C.Project scope statement
- D.Project schedule

项目经理被任命管理一个现有项目,需要了解项目可交付成果项目经理应该参考下列哪一份文件?

- A.项目章程
- B.项目需求规范
- C.项目范围说明书
- D.项目进度表

74、A project manager gathers the first round of requirements in a group meeting with key stakeholders. One of the stakeholders controls the conversation and the project manager fears that not all requirements are fully identified.

To ensure the requirements are fully and accurately documented in a non-biased manner, the project manager should do which of the following?

- A.Hold a second meeting that excludes the vocal stakeholder.
- B.Provide an anonymous communication channel for all stakeholders to provide feedback.
- C.Document the potential for incomplete requirements in the risk register.

D. Allow the integrated change control process to capture future requirement changes.

项目经理在与关键相关方召开的集体会议中收集到第一轮需求但是其中一名项目相关方掌控了对话，项目经理担心未充分识别所有需求若要确保需求通过一种公正方式充分准确记录，项目经理应该采取下列哪一项措施？

- A. 再召开一次会议，将发言的相关方排除在外
- B. 向所有项目相关方提供一个匿名沟通渠道，以便他们提供反馈
- C. 将需求不完整的潜在风险记录在风险登记册中
- D. 允许实施整体变更控制过程，来收集未来的需求变更

75、A project manager completes the development of a software project one month ahead of schedule. An extra module, originally out of scope, now could be included, and the project could still meet the delivery deadline.

What should the project manager do next?

- A. A Move to the closing phase and save money for the
- B. Inmate a change request to the change control board (CCB).
- C. Seek a decision from the project sponsor.
- D. Deliver the extra module.

项目经理完成一个软件项目的开发，比进度计划提前一个月这使得现在可以将一个原本超出范围的额外模块包含在内，并且项目仍然满足交付期限项目经理下一步应该怎么做？

- A. 进入收尾阶段，为组织节省资金
- B. 向变更控制委员会（CCB）提交一份变更请求
- C. 寻求项目发起人的决定
- D. 交付额外模块

76、A project manager meets with two team members who maintain opposing viewpoints. In the meeting, the project manager emphasizes areas of agreement and plays down differences. Which conflict management technique is the project manager practicing?

- A. Confront
- B. Smooth
- C. Force
- D. Collaborate

项目经理与两名持相反观点的团队开会，会议中，项目经理强调一致而非差异项目经理采用的是哪种冲突管理技术？

- A. 面对
- B. 缓解
- C. 强迫
- D. 合作

77、During installation of new software, a project manager discovers that the time require to perform a specific functionality is unacceptable to the client. The project manager collects 10 measurements of the functionality's time: two are above the median, two are on the median, five are below the median, and one is above the proposed limit.

Based on these measurements, what can the project manager determine about the functionality?

- A.The expected limit needs to be changed to accommodate the maximum time taken to create the quote.
- B.It is control, as 9 out of 10 times the creation time is within the expected limit.
- C.It is out of control.
- D.The median needs to be recalculated.

在安装新软件期间，项目经理发现执行一项特定功能所需的时间不被客户接受，项目经理收集了该功能时间的 10 个测量值；其中两个高于平均值，两个在平均值上，五个低于平均值，还有一个大于建议的限值

根据这些测量值，项目经理可以确定出该功能相关的什么结果？

- A.需要更改语气限值，以满足创建报价时所花的最多时间
- B.处于控制当中，因为 10 个创建时间中有 9 个处于预期限值范围内
- C.失控
- D.平均值需要重新计算

78、A buyer seller sign a contract statement of work. The seller completes the work as specified in the contract; however, the buyer is not satisfied with the results.

What is the status of the contract?

- A.Incomplete
- B.Waived
- C.Complete
- D.Null and void

买方和卖方签署了一份合同工作说明书。卖方按合同规定完成工作；然而，买方却对工作结果不满意。

合同的状态是什么？

- A.未完成
- B.放弃
- C.完成
- D.无效

79、A new CEO changes the company' s strategy. As a result, initiatives are re-prioritized. One project is completed but not yet closed.

What documents should the project manager submit to the business unit?

- A.Project management plan and project statement of word (SOW); historical information
- B.Performance scorecard; requirements and deliverable acceptance documents
- C.Deliverable acceptance and project closure documents; project files
- D.Deliverable acceptance and post-project review documents; performance scorecard

一名新的 CEO 更改了公司战略。结果，各项计划都要重新排序。一个项目已经完成，但还未收尾。项目经理应该向业务单位提交下列哪些文件？

- A.项目管理计划和项目工作说明书（SOW）；历史信息
- B.绩效记分卡；需求和可交付成果验收文件
- C.可交付成果验收和项目收尾文件；项目档案
- D.可交付成果验收和项目后评价文件；绩效记分卡

80、During project execution, the project manager identifies that team' s conflicting behavior

caused some milestones to be missed. To avoid this situation, what should the project manager have done?

- A. Contacted all team members' functional supervisors and requested their intervention
- B. Initiated a team meeting to reach consensus about behavioral ground rules
- C. Sent a communication informing the team members of the expected behavior
- D. Included soft skills training on problem-solving techniques in training plans

在项目执行期间，项目经理确认团队的冲突行为导致一些里程碑未达到。为避免这种情况，项目经理应该事先做什么？

- A. 联系所有团队成员的职能主管，请求他们的干预
- B. 安排一次团队会议，对行为基本规则达成一致意见
- C. 发送一封函件，通知团队成员所期望的行为
- D. 在培训计划中包含进有关问题解决技巧方面的软技能培训

81、During project implementation, a stakeholder indicates that some deliverables do not comply with specifications. The project manager states these specifications were discussed in project meetings, and the agreed outcomes were communicated and documented in published reports, meetings, and the agreed outcomes were communicated and documented in published reports. To avoid this outcome, what should have been done in the planning phase?

- A. Analyzed communication requirements in the stakeholder management plan
- B. Included the stakeholder in the quality management plan preparation
- C. No action is necessary; the stakeholder should have reviewed the distributed information
- D. Addressed deliverables and expectations at the kick-off meeting

在项目实施期间，一名相关方指出某些可交付成果不符合规范要求。项目经理表示这些规范要求已在项目会议上讨论过，并已沟通了约定成果，记录在发布的报告中。为避免这种结果，在规划阶段应完成哪一项工作？

- A. 在相关方管理计划中分析沟通需求
- B. 将相关方包含在质量管理计划准备过程中
- C. 没有必要采取任何行动；相关方应已查看分发的所有信息
- D. 在项目启动大会上公布可交付成果和期望

82、A project manager is asked to perform a cost-benefit analysis for two potential projects. Project A costs US\$1.2 billion, with potential benefits of US\$6 billion and future operating costs of US\$1.5 billion.

Project B costs US\$1.4 billion, with potential benefits of US\$7 billion and future operating costs of US\$1 billion.

Which project should the project manager recommend?

- A. Project B; the potential benefits minus the costs to implement are greater than the same calculation for project A.
- B. Project A; the cost to implement is less than project B.
- C. Project B; the potential benefits minus the implementation and future operating costs are greater than the same calculation for project A.
- D. Project A; the potential benefits plus the future operating costs are less than the same calculation for project B.

项目经理被要求为两个潜在项目执行成本效益分析。

项目 A 成本为\$12 亿美元，潜在效益为\$60 亿美元，未来运营成本为\$15 亿美元。项目 B 成本为\$14 亿美元，潜在效益为\$70 亿美元，未来运营成本为\$10 亿美元。项目经理应该推荐哪一个项目组？

- A.项目 B：因为潜在效益减去执行成本所得的值大于项目 A 所得值
- B.项目 A：因为执行成本低于项目 B
- C.项目 B：因为潜在效益减去执行成本和未来运营成本所得的值大于项目 A 所得值
- D.项目 A：因为潜在效益加上未来运营成本所得的值小于项目 B 所得值

83、What tool should the project manager use to demonstrate to the customer that the final product meets the business needs?

- A.Work breakdown structure
- B.Project scope statement
- C.Requirements traceability matrix
- D.Project management plan

项目经理应使用什么工具来向客户证明最终产品需求满足业务需求？

- A.工作分解结构
- B.项目范围说明书
- C.需求跟踪矩阵
- D.项目管理计划

84、项目进入三个月后，项目发起人通过电子邮件了解到该项目落后于进度并超出预算。若避免这个问题，项目经理应该事先做什么？

- A.经常举行质量审计
- B.经常向项目发起人发送项目更新电子邮件
- C.与项目团队共享状态报告模板
- D.定期与关键相关方召开项目指导委员会会议

85、A project's deliverable must comply with legal guidelines. To ensure these standards are met, the project manager implements training for the project team on these guidelines.

The cost of the training should be assigned to which of the following?

- A.Prevention costs
- B.Appraisal costs
- C.Internal failure costs
- D.External failure costs

项目的可交付成果必须遵守法律指导方针。为了确保满足这些标准，项目经理为项目团队实施了有关这些指导方针的培训。

培训成本应归到下列哪一项？

- A.预防成本
- B.评价成本
- C.内部失败成本
- D.外部失败成本

86、Concerned about the quantity of irrelevant project-related emails, a team member believes that a deliverable will be delayed, because of the time spent reading and replying to emails. What

should the project manager do?

- A.Ask the team member to work overtime to complete the work.
- B.Ask the project team to change the communications management plan.
- C.Reinforce the time management plan guidelines with the project team.
- D.Reinforce the communications management plan guidelines with the project team.

担心项目无关的邮件数量，一名团队成员认为其中一个可交付成果将延迟，因为时间都花在阅读和回复邮件上。项目经理应该怎么做？

- A.要求团队成员加班完成工作
- B.要求项目团队更改项目沟通管理计划
- C.与项目团队一起巩固时间管理计划指南
- D.与项目团队一起巩固沟通管理计划指南

87、A project manager is asked to refine project estimates by the sponsor. The project manager identifies a specific activity on the project management plan that needs refinement. Based on initial estimates, the most likely activity duration is two days; however the best-case scenario is one day and the worse-case scenario is four days.

Using the program evaluation and review technique (PERT), what is the expected activity duration that the project manager should put into the project management plan?

- A.2.33 days
- B.1.88 days
- C.2.17 days
- D.3.23days

项目发起人要求项目经理细化项目估算。项目经理确定项目管理计划中某个具体活动需要细化。根据初始估算，最可能的活动持续时间为两天；但是最乐观情况为一天，而最悲观的情况为四天。

使用计划评审技术（PERT），项目经理应在项目管理计划中写入的预期活动持续时间是多少天？

- A.2.33 天
- B.1.88 天
- C.2.17 天
- D.3.23 天

88、A new project includes stakeholders from various countries with different expectations. What should the project manager do to ensure that all stakeholders will be informed about the project status?

- A.Develop a communications management plan.
- B.Develop a project charter.
- C.Develop a stakeholder register.
- D.Develop a stakeholder management plan.

新项目包括来自不同国家、带有不同期望的相关方。若要确保所有相关方都能获得项目状态的通知，项目经理应该怎么做？

- A.制定沟通管理计划
- B.制定项目章程
- C.制定相关方登记册

D.制定相关方管理计划

89、A local supplier is unable to meet a delivery date. The project team did not anticipate this new threat to the supply of the product. Importing this product will cost the project twice the price that the local vendor charges.

- A.Contingency reserve
- B.Project budget reserve
- C.Management reserve
- D.Risk response reserve

本地供应商无法满足交付日期。项目团队没有预计到这个产品供应的新威胁。进口该产品将让项目成本比使用本地供应商的花费贵两倍。项目经理应使用什么来为这项工作提供资金？

- A.应急储备
- B.项目预算储备
- C.管理储备
- D.风险应对储备

90、Due to an interpersonal conflict between two team members, team morale and productivity are negatively affected. What conflict management technique should the project manager use to resolve the conflict immediately?

- A.Smooth/accommodate
- B.Withdraw/avoid
- C.Compromise/reconcile
- D.Force/direct

由于两名团队成员之间的人际冲突，团队士气和生产力受到不利影响。项目经理应使用什么冲突管理技术来立即解决冲突。

- A.缓解/包容
- B.撤退/回避
- C.妥协/调解
- D.强迫/命令

91、A project manager is assigned a project with a demanding client. The project is dynamic and requires constant improvements and client feedback.

Which of the following approaches should the project manager adopt for this project?

- A.Extreme project management approaches should the project manager adopt for this project.
- B.Agile project management approach, as it is fast and iterative.
- C.Traditional project management approach, as it is simple and intuitive.
- D.Lean six-sigma management approach, as it fits the project constraints.

项目经理被分配管理一个要求苛刻客户的项目。项目是动态的，要求持续改进以及客户反馈。项目经理应为该项目采取下列哪一个方法？

- A.极端项目管理方法，因为项目目标不明确
- B.敏捷项目管理方法，因为其快速且具有重复性
- C.传统项目管理方法，因为其简单且直观
- D.精益六西格玛管理法，因为其适合项目的约束和限制

92、While working on an approved change request, the project team adds a functionality that is not part of the approved change request. The project manager believes the functionality will be beneficial.

To manage this additional change, what should the project manager do next?

- A. Submit a new change request for approval.
- B. Perform stakeholder analysis.
- C. Document the additional functionality as part of the original change request.
- D. Consult with the project sponsor.

在为一项已获批准的变更请求工作时，项目团队添加了一个不属于已批准变更请求的功能。项目经理认为这项功能将十分有益。

若要管理这个额外的变更，项目经理下一步应该做什么？

- A. 提交一份新的变更请求用户批准
- B. 执行相关方分析
- C. 将额外功能记录作为原始变更请求的组成部分
- D. 咨询项目发起人

93、A project manager starts a project to build a new facility. The client states that if the project baseline is modified, the project manager must go through several levels of approval. To record the approval levels, the project manager should develop which of the following?

- A. Change control procedure
- B. Issue log
- C. Stakeholder management plan
- D. Stakeholder register

项目经理开始一个建设新厂房的项目。客户提出如果修改项目基准，项目经理必须经过多级审批。为了记录这些审批环节，项目经理应制定下列哪一项？

- A. 变更控制程序
- B. 问题日志
- C. 相关方管理计划
- D. 相关方登记册

94、During a multimillion dollar project the project team encounters a high failure rate of intermediate deliverables which causes the company's management to be concerned. Which tool should the project manager use to identify the root cause of this issue?

- A. Fishbone diagram
- B. Histogram
- C. Scatter diagram
- D. Flowcharts

在执行一个价值数百万美元的项目期间，项目团队遭遇到中间可交付成果高故障率，导致公司管理层十分担忧。项目经理应利用下列哪一项工具来识别这个问题的根本原因？

- A. 鱼骨图
- B. 直方图
- C. 散点图
- D. 流程图

95、A project manager completes three months of work with a variance of US\$-3,000. The earned value analysis shows which of the following?

- A.Favorable; the project is performing more efficiently than planned.
- B.Unfavorable; the project is performing less efficiently than planned.
- C.Favorable; the project is ahead of schedule.
- D.Unfavorable; the project is behind schedule.

项目经理完成三个月的工作，成本偏差为\$-3000 美元。挣值分析显示下列哪一项？

- A.有利：项目的执行效率比计划高
- B.不利：项目的执行效率比计划低
- C.有利：项目提前于进度
- D.不利：项目落后于进度

96、During a project, the project manager is informed of new requirements that need to be delivered. The project manager also learns that two resources will be removed from the project, which will impact the schedule.

To evaluate the impact of change and risks to the project's execution, what should the project manager reference?

- A.Project management plan
- B.Work breakdown structure
- C.Resource schedule
- D.Change management plan

在项目期间，项目经理收到需要交付新需求的通知，项目经理还了解到两名资源将从项目离开，从而影响到进度。

为了评价这些变更和风险对项目执行的影响，项目经理应查阅哪一份文件？

- A.项目管理计划
- B.工作分解结构
- C.资源进度计划
- D.变更管理计划

97、The project sponsor and stakeholders want to start a project immediately. In previous meetings, the objectives and requirements were discussed. However, the project manager believes there are tasks pending before the project can begin.

To start the project the project manager needs which of the following?

- A.Approved project management plan.
- B.Approved project charter
- C.Estimation of project funding
- D.Defined statement of work

项目发起人和相关方希望立即开始一个项目，项目目标 and 需求已在之前的会议中讨论过。但是，项目经理认为可以开始项目之前还有一些未决的任务。

为了开始项目，项目经理需要下列哪一项？

- A.经批准的项目管理计划
- B.经批准的项目章程
- C.项目资金估算
- D.已定义的工作说明书

98、项目管理办公室(PMO)对一个项目进行审计，并识别了几个改进项目管理方法的问题 和机会，项目经理在项目快结束时收到这次审计结果。

项目经理应如何处理这项信息？

- A.将其用作最终报告的输入
- B.更新质量管理计划
- C.评估当前绩效
- D.与项目发起人一起审查

99、A project manager is assigned to a project to replace an outdated system. During installation, the equipment is damaged and requires technical resources to repair it.

What document must be updated to communicate this occurrence with the stakeholders?

- A.Issue log
- B.Status report
- C.Incident management plan
- D.Resource allocation matrix

项目经理被任命管理一个更换过时系统的项目。在安装期间，设备损坏，并要求技术资源修理。必须更新哪一份文件将这种情况与相关方沟通？

- A.问题日志
- B.状态报告
- C.时间管理计划
- D.资源分配矩阵

100、A portion of a project's solution is estimated to cost US\$75,000, and may be outsourced to a subcontractor. Before making a decision to outsource, what type of analysis should be performed?

- A.Earned monetary value
- B.Make-or-buy
- C.Expert judgment
- D.Proposal evaluation techniques

项目解决方案的其中一部分估算成本为 75000 美元，可以外包给一名分包商。在做出外包决定之前，应执行哪种分析类型？

- A.挣得的货币价值
- B.自制或外购分析
- C.专家判断
- D.建议书评价技术

101、A project manager calculates that a project's schedule performance index (SPI) is .95 and its cost performance index (CPI) is 1.04. Which of the following indicates the status of the project?

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

项目经理计算项目的进度绩效指数（SPI）为 0.95，成本绩效指数（CPI）为 1.04.下列哪一

项说明了项目状态？

- A.落后于进度，但低于预算
- B.提前于进度，但超出预算
- C.落后于进度，并超出预算
- D.提前于进度，并低于预算

102、What should the team consider to be most important while creating the probability and impact matrix to support the project risk analysis?

- A.Project scope and project deliverables
- B.Schedule and budget contingencies and reserves
- C.Possible effect on the objectives of the project
- D.Interactions that will occur on the project

当创建概率和影响矩阵来支持项目风险分析时，项目团队认为最重要的是什么？

- A.项目范围和项目可交付成果
- B.进度和预算应急和储备
- C.对项目目标的可能影响
- D.项目将发生的交互

103、A project manager asks the human resource department to organize a teamwork session to develop a project team. Which of the following is an expected output of this process?

- A.Human resource management plan
- B.Project success
- C.Social styles profile
- D.Team performance assessments

项目经理要求人力资源部门组织一次团队协作会议来建设项目团队。这一过程的预期输出将是下列哪一项？

- A.人力资源管理计划
- B.项目管理计划
- C.社交风格简洁
- D.团队绩效评价

104、A buyer and a seller entered into a cost-plus-percentage-of-cost contract. Based on the project's defined scope, the contract had an estimated cost of US\$140,000 and agreed-to profit of 10 percent of the cost. However, the project was not a success, and the project's actual cost was US\$ 150,000.

What is the total reimbursement to the seller? A. US\$ 165,000

- B. US\$ 150,000
- C. US\$ 154,000
- D. US\$ 140,000

买方和卖方签订一份成本加成本百分比合同。根据项目定义的范围，合同的估算成本为 140,000 美元，并约定利润为成本的 10%。然而，项目并未成功，项目的实际成本为 150,000 美元。

那么给卖方的补偿总额是多少？

- A.165,000 美元

- B.150,000 美元
- C.154,000 美元
- D.140,000 美元

105、A project team installs a new operating system. Before implementation, the team tests the system on a smaller, isolated network and discovers some issues. After finding solutions to these issues the team still encounters implementation issues are greatly reduced.

Which of the following does the project team use?

- A.Transferring risk
- B.Mitigating risk
- C.Accepting risk
- D.Avoiding risk

项目团队安装一个新的操作系统。实施之前，该团队在一个较小独立的网络中测试该系统，并发现一些问题。发现这些问题的解决方案之后，团队仍然碰到实施问题。然而，问题数量和严重程度大大降低。

项目团队使用的是下列哪一项？

- A.转移风险
- B.减轻风险
- C.接受风险
- D.避免风险

106、In a functional organizational structure, a project with a critical completion date falls behind schedule, but according to the earned value analysis, it is still under budget. To deliver the project on time, the project manager suggests adding five skilled resources.

What should the project manager do next?

- A.Update the human resource management plan and the schedule baseline.
- B.Present the change request to the change control board for approval.
- C.Present the change request to the project sponsor for approval.
- D.Add additional resources as there are sufficient funds available.

在一个职能型组织结构中，拥有关键完工日期的项目落后于进度，但是按照挣值分析，目前仍低于预算。为了按时交付项目，项目经理建议增加五个技能娴熟的资源。项目经理下一步该怎么办？

- A.更新人力资源管理计划和进度基准
- B.将变更单提交给变更控制委员会批准
- C.向项目发起人提交变更请求，用于批准
- D.增加额外的资源，因为有充足的可用资金

107、A new industry standard impact's execution. The project manager discusses the impact with the project sponsor.

What type of influence does this represent?

- A.Organizational process
- B.Change management
- C.Risk management
- D.Enterprise environmental factor

一个新的行业标准影响了项目执行。项目经理与项目发起人讨论影响。

这代表了哪种影响类型？

- A.组织过程
- B.变更管理
- C.风险管理
- D.事业环境因素

108、During the selection of a complex project, the project manager wants to ensure that the potential suppliers have a clear understanding of requirements. The project manager identifies three potential suppliers from a prequalified list.

What should the project manager do next?

- A. Review the suppliers' proposals.
- B. Ask a third party to select the supplier that best fits the requirements.
- C. Ask the sponsor for feedback on the prospective suppliers.
- D. Invite the suppliers to a bidder conference.

在为一个复杂项目选择供应商期间，项目经理希望确保潜在供应商能明确了解需求。项目经理从资格预审名单中确定了三名潜在供应商。

项目经理下一步该怎么做？

- A. 审查供应商的建议书
- B. 让第三方选择最适合需求的供应商
- C. 询问项目发起人对潜在供应商的反馈
- D. 邀请供应商参加投标人会议

109、A new product development project is on schedule. At the end of the execution phase, a new law is issued that changes the product's quality standards.

- A. Communicate the changes to the sponsor.
- B. Update the project's scope management plan.
- C. Negotiate for more funding to keep the project on schedule.
- D. Complete and submit the change request form.

一个新产品开发项目符合进度。在执行阶段结束时，一项新法律颁布，更改了产品的质量标

准，项目经理首先应该做什么？

- A. 与发起人沟通变更
- B. 更新项目沟通管理计划
- C. 协商获得更多资金，保证项目符合进度
- D. 完成并提交变更请求表

110、The delivery of an inventory management system is outsourced under a US\$4 million contract. During the system deployment, developers find the test protocols do not meet quality requirements. Additional time and funding is requested to complete testing.

Which of the following would contain the processes to evaluate requests for additional testing and funding of US\$20,000?

- A. Risk management plan
- B. Resource management plan
- C. Change management plan

D.Quality management plan

一个库存管理系统的交付按价值\$400 万美元的合同分包。在系统部署期间，开发商发现测试协议不满足质量要求。需要额外的时间和资金来完成测试。

下列哪一项包含评估额外测试以及提供\$20,000 美元资金的过程？

- A.风险管理计划
- B.资源管理计划
- C.变更管理计划
- D.质量管理计划

111、A US\$150,000 project requires the completion of the following tasks: Task 1 starts today and has an estimated duration of 2 days.

Task 2 cannot start until Task 1 is finished and has an estimated duration of 8 days.

Task 3 cannot start until Task 1 is finished, must be completed before Task 4 start, and has a duration of 4 days.

Task 4 cannot start until Task 2 is finished and has an estimated duration of 8 days. Task 5 cannot start until Task 4 is finished and has estimated duration of 1 day.

What is the duration of the critical path?

- A.15 days
- B.17 days
- C.19 days
- D.23 days

一个价值 150,000 美元的项目要求完成以下任务：任务 1 今天开始，且估算持续时间为 2 天。

任务 2 要在任务 1 结束后才能开始，且估算持续时间为 8 天。

任务 3 要在任务 1 结束后才能开始，必须在任务 4 开始之前完成，且估算持续时间为 4 天。

任务 4 要在任务 2 结束后才能开始，且估算持续时间为 8 天。任务 5 要在任务 4 结束后才能开始，且估算持续时间为 1 天。关键路径的持续时间是多少？

- A.15 天
- B.17 天
- C.19 天
- D.23 天

112、During a post-implementation review, the client's director indicates dissatisfaction with the quality the project team delivered. Additionally, the client is concerned about budget overruns.

What should the project manager do to improve the customer's satisfaction on the next project?

- A.Meet with the project team to review and revise the project management plan.
- B.Enhance monitoring and controlling activities for budgeting and quality.
- C.Increase the frequency of the project status meetings.
- D.Meet with the stakeholders and the project team of the closed project to gather lessons learned.

在实施后评审期间，客户总监表示对项目团队所交付的质量不满意。另外，客户担心预算超支。

项目经理应该做什么来改进客户对下一个项目的满意度？

- A.与项目团队开会，审查并修订项目管理计划
- B.加强预算和质量的监控活动
- C.增加项目状态会议的频率
- D.与已收尾项目的相关方和项目团队开会收集经验教训

113、During project execution, the sponsor leaves the company. What should the project manager do next?

- A.Perform integrated change control.
- B.Decentralize project authority and decision-making.
- C.Produce a project status report.
- D.Conduct a stakeholder analysis

在项目执行期间，项目发起人离开公司。项目经理下一步该怎么做？

- A.实施整体变更控制
- B.分散项目权利和决策制定
- C.制作一份项目状态报告
- D.进行相关方分析

114、A project manager conducts a project in its earliest phase that is pending approval from project stakeholders. What should the project manager use to influence stakeholders?

- A.Project sponsor's strategy
- B.Selected sellers list and competitive analysis
- C.Clarity about points and position, active listening, and awareness of stakeholders' issues
- D.Accurate work breakdown structure (WBS), list of deliverables, and communications

项目经理为一个处于最早期阶段的项目召开会议，正在等待项目相关方的批准。项目经理应使用什么来影响相关方？

- A.项目发起人的策略
- B.选择的卖方清单和竞争分析
- C.清晰表达观点和立场、积极倾听并了解相关方的问题
- D.准确的工作分析结构（WBS）、可交付成果清单以及沟通管理计划

115、A company's senior management team decides to boost customer relationships using digital social networking. The project is agreed upon by the board of directors and given top priority. At which Process Group is the project manager given the authority to apply organizational resources to the subsequent project activities?

- A.Initiating Process Group
- B.Planning Process Group
- C.Executing Process Group
- D.Monitoring and Control Process Group

公司的高级管理层团队决定利用数字社交网络，提高客户关系。该项目由董事会商定并列为最高优先事项。项目经理将在哪个过程组被赋予职权，将组织资源应用到随后的项目活动？

- A.启动过程组
- B.规划过程组
- C.执行过程组
- D.监控过程组

116、During the early phases of a project, the project manager realizes that the project budget is dependent on the price of raw materials. What should the project manager do next?

- A.Update the scope statement.
- B.Buy the raw materials before prices increase.
- C.Update the risk register.
- D.Ask for a change request.

在项目早期阶段，项目经理意识到项目预算取决于原材料的价格。项目经理下一步该怎么做？

- A.更新范围说明书
- B.在价格上涨之前采购原材料
- C.更新风险登记册
- D.要求变更请求

117、A project team has an abundance of data gathered from various workshops, focus group, and brainstorming sessions. They are excited to use this data to create an innovative product for the project.

How can the project team ensure that scope remains linked to the product requirements?

- A.Produce a context diagram as a reference
- B.Build a prototype for business approval
- C.Benchmark the product requirements
- D.Draft a requirements traceability matrix.

项目团队拥有从各个研讨会、焦点小组和头脑风暴会议收集的大量数据。他们很高兴能利用这些数据为项目创建一个创新产品。

项目团队如何才能确保范围与产品需求挂钩？

- A.制作一份背景图作为参考
- B.制作原型进行业务批准
- C.制定产品需求基准
- D.起草一份需求跟踪矩阵

118、Midway through a construction project, outsourced construction workers go on strike for wage-related disputes. This will affect the project's schedule.

What should the project manager use to assess the feasibility of the project schedule under these conditions?

- A.What-if scenario analysis
- B.Parametric estimating
- C.Vendor bid analysis
- D.Analogous estimating

在一个施工项目中途，外包施工工人因为工资方面的纠纷罢工。这将影响项目进度。项目经理应使用下列哪一项来评估这些情况下的项目进度计划可行性？

- A.假设情景分析
- B.参数估算
- C.卖方投标分析
- D.类比估算

119、A project manager invites an engineer with experience to an initiation meeting to discuss documented historical limitations and constraints. Which of the following organizational assets does the project manager use?

- A. Subject matter expert
- B. Enterprise environmental factors
- C. Lessons learned
- D. Expert judgment

项目经理邀请一名有经验的工程师出席项目启动大会，讨论记录的历史限制和制约因素。项目经理使用的是下列哪一项组织资产？

- A. 主题专家
- B. 事业环境因素
- C. 经验教训
- D. 专家判断

120、A global company is midway through a project to deploy a product. However, the manufacturer of the product has released a new version. This new version must be installed on any newly deployed products. A critical component of the product has not been tested with the new version. The company is counting on this new product to be in all stores by October 31, in time for the holiday shopping season. The additional testing will delay the end date of the project by a month.

What should the project manager do?

- A. Pause the deployment until after October 31 and use that time to complete the necessary testing.
- B. Submit a change request to available resources to test and implement in the new version.
- C. Update the project management plan to include testing and revise the schedule to deploy most of the product prior to October 31.
- D. Deploy the product prior to October 31 and complete testing after the deployment is complete.

一家全球性公司正处于部署一项产品的项目中途。然而，该产品的制造商发布了一个新版本。新版本必须安装在任何新部署的产品上。该产品的一个关键部件未在新版本上测试。公司希望在 10 月 31 日之前，赶在假日购物季时，在所有门店推出这项新产品。额外的测试会将项目的最终完成日期推迟一个月。

项目经理应该怎么做？

- A. 暂停部署，直至 10 月 31 日之后，并利用这段时间完成必要的测试。
- B. 向可用资源提交一项变更请求，在新版本中测试并执行。
- C. 更新项目管理计划，包含测试，并修订进度计划，在 10 月 31 日之前部署大部分产品。
- D. 在 10 月 31 日之前部署产品，并在部署完之后完成测试。

121、A project has a fixed completion date. From previous experience, the customer is known to demand constant modifications to project deliverables, which adds to the risk of missing the deadline.

What should the project manager do to avoid this risk?

- A. Perform a risk analysis and send the results to the customer, highlighting the high probability of missing the deadline.

B. Prepare a change management plan that requires joint approval of changes, and present it to stakeholders for approval.

C. Prepare a schedule using the critical path method and present it to the customer, demonstrating there is no float for changes.

D. Inform the customer that no changes will be accepted during the project, unless a contract review takes place.

一个项目拥有固定完工日期。从之前的经验看，该客户以不断要求修改项目可交付成果而出名，这会增加无法满足项目期限的风险。

为避免这个风险，项目经理应该怎么做？

A. 执行风险分析并将结果发送给客户，强调无法满足项目期限的高可能性

B. 制定一份变更管理计划，要求联合批准变更，并将其提交给相关方批准

C. 使用关键路径制定进度计划，并将其提交给客户，证明无变更浮动时间

D. 通知客户项目期间不接受任何变更，除非进行合同评审

122、A project is delayed due to the instability of the information system where data is collected. The project manager develops a new strategy to recover lost time without increasing the budget. Since this strategy has only been used once before, the project manager identifies this as a red flag.

Which documents should be updated?

A. Project management plan and issue log

B. Risk management and stakeholder management plans

C. Change management and cost management plans

D. Risk register and schedule management plan

由于收集数据的信息系统不稳定，导致项目延期。项目经理制定了一项新策略，在不增加预算的情况下，弥补失去的时间，由于这项策略之前只用过一次，项目经理将其识别为一项重大风险，下列那份文件应更新？

A. 项目管理计划和问题日志

B. 风险管理和相关方管理计划

C. 变更管理和成本管理计划

D. 风险登记册和进度管理计划

123、On the last day of development, the software development team's project lead announces that there will be a delay caused by an unexpected power outage. Since testing time is limited, an intense discussion begins between the software development lead and the testing lead. Which of the following techniques for resolving conflicts will provide a long-term solution?

A. Compromise/reconcile

B. Collaborate/problem solve

C. Smooth/accommodate

D. Force/direct

在开发的最后一天，软件开发团队的项目主管宣布由于意外停电可能导致延期。由于测试时间有限，软件开发主管和测试主管之间展开激烈的讨论。

下列哪一项冲突解决技术将提供长期解决方案？

A. 妥协/调解

B. 合作/解决问题

- C.缓解/包容
- D.强迫/命令

124、As a software project ends, the project is ahead of schedule and under budget. A key team member advises the project manager that for an additional cost, new features could be added to the software to benefit the customer. This would not impact the initial budget or schedule.

What should the project manager do next?

- A.Maintain the original scope.
- B.Verify with the customer if these new features are needed.
- C.Implement the new features to increase customer satisfaction.
- D.Perform a risk reassessment and implement the new features, if there is no risk exposure.

在一个软件项目结束时，项目超前于进度并低于预算。一名关键团队成员建议项目经理增加成本，可以向软件添加对客户有利的新功能。这不会影响初始预算或进度。项目经理下一步该怎么做？

- A.保持原始范围
- B.与客户核实是否需要这些新功能
- C.执行新功能，提高客户满意度
- D.执行一项风险再评估，且如果没有风险暴露，则执行新功能

125、A team assigned to complete a critical path activity is late with the deliverable. The team includes individuals from both the project manager's and the customer's company.

To ensure the project remains on schedule, what should the project manager use to revise the schedule?

- A. Rolling wave planning B Schedule compression
- C.What-if scenario analysis
- D.Decomposition

团队被分配到去完成一项关键路径上的活动，但可交付成果延迟了。团队成员包括来自项目经理以及客户公司的个人。

为确保项目保持进度计划，项目经理应该使用哪一项来修订进度计划？

- A.滚动式规划
- B.进度压缩
- C.假设情景分析
- D.分解

126、A project manager resigns from a project that is on schedule and on budget. After a replacement is hired, team members oppose the ideas presented by the new project manager.

The team is in which of the following stages of development?

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

项目经理从一个符合进度和预算的项目中辞职。在聘用替代的新项目经理后，团队成员反对新项目经理提出的意见。

团队处于下列哪一个发展阶段？

- A.形成
- B.规范
- C.成熟阶段
- D.震荡阶段

127、A project manager discovers that a key team member will leave the organization in two weeks. The team member works on tasks that are on the critical path.

What should the project manager do first?

- A.Determine the impact of losing the team member.
- B.Verify if the scope can be changed.
- C.Update the work breakdown structure.
- D.Replace the team member.

项目经理发现一名关键成员将在两周内离开组织。该名团队成员正在为处于关键路径上的任务工作。

项目经理首先应该做什么？

- A.确定失去该名团队成员的影响。
- B.核实是否能够变更范围。
- C.更新工作分解结构。
- D.更新团队成员。

128、A project is two weeks behind schedule. There is an increased risk that the product's introduction to the market will be impacted, and team morale is low.

What should the project manager do next?

- A.Remind the project team of the project's importance and request the team to work overtime.
- B.Report the situation to the project sponsor and add additional resources to meet the expected deadline.
- C.Consult with team members to identify a way of improving the work organization to compress the schedule.
- D.Communicate the situation to key stakeholders and the project sponsor, and review a new project end date.

项目落后于进度两周时间。将会影响产品投入市场的风险越来越高，团队士气也很低。

项目经理下一步该怎么做？

- A.提醒项目团队项目的重要性，并要求团队加班工作
- B.将这个情况报告给项目发起人，增加额外的资源满足预期项目期限
- C.与团队成员协商，确定一种改进工作组织的方式来压缩进度
- D.将该情况与关键相关方和项目发起人沟通，并审查新项目结束日期

129、In a manufacturing line, the lower control limit is set at 301, the upper control limit is set at 320, and the mean is set at 310. The process is in control in which of the following series?

- A. 321, 319, 315, 316, 317, 310, 311, 313
- B. 319, 318, 309, 310, 309, 310, 311, 312
- C. 319, 304, 307, 310, 310, 301, 306, 300
- D. 311, 312, 319, 316, 312, 311, 317, 322

在一个生产线中，控制下限设为 301，控制上限设为 320，平均值设为 310。该过程在下

列哪个系列中处于控制当中？

- A. 321, 319, 315, 316, 317, 310, 311, 313
- B. 319, 318, 309, 310, 309, 310, 311, 312
- C. 319, 304, 307, 310, 310, 301, 306, 300
- D. 311, 312, 319, 316, 312, 311, 317, 322

130、A project manager is assigned to use a tornado diagram in information technology activity. What project risk management technique should the project team use?

- A. Qualitative risk analysis
- B. Quantitative risk analysis
- C. Probability distribution
- D. Expected monetary value analysis

有人建议项目经理在信息技术活动中使用龙卷风图。项目团队应该使用什么项目风险管理技术？

- A. 定性风险分析
- B. 定量风险分析
- C. 概率分布
- D. 预期货币价值分析

131、A preventive action is approved by the change control board (CCB). What should the project manager do next?

- A. Implement the action.
- B. Add a contingency reserve for the risk.
- C. Request the project sponsors authorization.
- D. Issue a change request.

预防措施已经获得变更控制委员会（CCB）的批准。项目经理下一步该怎么做？

- A. 实施该措施。
- B. 为风险添加应急储备。
- C. 请求项目发起人的授权。
- D. 签发变更请求。

132、A project manager is completing the planning process of a new product development project. What is the last major milestone to be completed before proceeding to the executing process group?

- A. Finalize the project charter.
- B. Receive project funding to execute.
- C. Obtain sponsor and stakeholder approval.
- D. Execute the stakeholder management strategy.

项目经理完成一个新产品开发项目的规划过程。在继续进入执行过程组之前需要完成的最后一个重要里程碑是什么？

- A. 最终确定项目章程
- B. 接收执行项目的项目资金
- C. 获得发起人和相关方的批准
- D. 执行相关方管理策略

133、After a project is approved by the sponsor, a project manager is assigned. Which of the following should the project manager review first?

- A. Vendor contracts
- B. Approved project charter
- C. Approved project budget
- D. Customer requirements

在发起人批准项目后，任命了项目经理。项目经理应首先审查下列哪一项？

- A. 供应商合同
- B. 经批准的项目章程
- C. 批准项目预算
- D. 客户需求

134、After completing the Define Scope Process, what technique should the project manager use to produce reliable estimates and manage cost and activity durations.

- A. Decomposition
- B. Precedence diagramming
- C. Earned value management
- D. Baselineing

完成定义范围过程后，项目经理应该使用哪项技术来生成可靠估算并管理成本和活动持续时间？

- A. 分解
- B. 紧前关系绘图法
- C. 挣值管理
- D. 确立基准

135、The project manager learns that a change request is approved. This change impacts the project's cost and schedule.

What should the project manager do?

- A. Change the baseline.
- B. Change the risk register.
- C. Change the work breakdown structure.
- D. Change the resource plan.

项目经理了解到一项变更请求已获批准。这项变更将影响到项目成本和项目进度。项目经理应该怎么做？

- A. 变更基准
- B. 变更风险登记册
- C. 变更工作分解结构
- D. 变更资源计划

136、On a software development project, a project manager determines that it will be impossible to perform the exhaustive testing needed to meet a product's quality requirements. Which tool should the project manager use to identify which software elements are responsible for most of the problems?

- A.Histogram
- B.Scatter diagram
- C.Pareto diagram
- D.Control chart

在一个软件开发项目中，项目经理确定执行满足产品质量要求所需的全面测试是不可能的。项目经理应使用哪一项工具来识别哪些软件元素是大部分问题的主要原因？

- A.直方图
- B.散点图
- C.帕累托图
- D.控制图

137、A project manager and project team have successfully implemented a new product line at their company and are in the process of closing it out. The project manager has obtained acceptance from the internal customer, conducted reviews, and documented lessons learned. What documentation should be created in order to complete the project?

- A.Project management plan updates and final product
- B.Final product and organizational process assets updates
- C.Scope baseline and final product
- D.Cost performance baseline and final product

项目经理和项目团队已经在公司成功实施一个新的产品线，目前正处于收尾过程。项目经理已经获得内部客户的验收，并开展审查和记录经验教训。

为完成该项目，应创建哪一份文件？

- A.项目管理计划更新和最终产品
- B.最终产品和组织过程资产更新
- C.范围基准和最终产品
- D.成本绩效基准和最终产品

138、After the project manager completes the project schedule, a procurement specialist indicates that important material for the project is only available in small amounts in one geographical area. After a thorough analysis, the project manager determines that there is no other feasible option available.

What schedule analysis technique should the project manager use?

- A.Critical chain method
- B.Critical path method
- C.Resource crashing
- D.Precedence diagramming method

项目经理完成项目进度计划之后，采购专员表示项目所需的重要材料只有在一个地区有少量供应。经过全面分析后，项目经理确定无其它可行方案。

项目经理应使用什么进度分析技术？

- A.关键链方法
- B.关键路径法
- C.资源赶工
- D.紧前关系绘图法

139、What are the two main rules to follow during schedule crashing?

- A. Crash the activities on non-critical path and those that cost the least by crashing.
- B. Crash the activities on critical path and those that cost the least by crashing.
- C. Crash the activities on critical path and those that cost the most by crashing.
- D. Crash the activities on non-critical path and those that cost the most by crashing.

赶工期间需要遵循的两个主要原则是什么？

- A. 对非关键路径上以及赶工成本最少的活动赶工
- B. 对关键路径上以及赶工成本最少的活动赶工
- C. 对关键路径上以及赶工成本最多的活动赶工
- D. 对非关键路径上以及赶工成本最多的活动赶工

140、In month six of a 12-month project that is on schedule, the sponsor informs the project manager that the project must be completed in three months. What should the project manager do next?

- A. Ask team members to work overtime to accommodate the shortened schedule.
- B. Request additional funding to crash the schedule.
- C. Document the change request and perform integrated change control.
- D. Ask for more resources to fast track the schedule.

在一个符合进度计划的为期 12 个月项目的第六个月，项目发起人通知项目经理项目必须在三个月内完工。项目经理下一步该怎么做？

- A. 要求团队成员加班工作，以适应缩短的进度计划
- B. 要求额外的资金赶工
- C. 记录变更请求，并执行整体变更控制
- D. 要求更多资源快速跟进进度计划

141、During the execution of a project, the cost performance index (CPI) is 0.80 and the schedule performance index (SPI) is 0.70. At this time, the sponsor wants to know how hard it will be to complete the scope within budget.

Which tool or technique should help the project manager?

- A. Budget at completion (BAC)
- B. Cost forecast
- C. Estimate at completion (EAC)
- D. To-complete performance index (TCPI)

在执行一个项目期间，成本绩效指数（CPI）为 0.80，进度绩效指数（SPI）为 0.70。项目发起人希望了解按预算完成项目范围的难度有多大。

下列哪一项工具或技术对项目经理有帮助？

- A. 完工预算（BAC）
- B. 成本预测
- C. 完工估算（EAC）
- D. 完工尚需绩效指数（TCPI）

142、The number of defects found in a new product has increased recently. Senior management is concerned and asks the project team to research the issue.

To identify the root causes, what tool should the project team use?

- A.Pareto diagram
- B.Work breakdown structure
- C.Histogram
- D.Ishikawa diagram

最近在一个新产品中发现的缺陷数量上升。高级管理层非常担心，并要求项目团队调查这个问题。若要确定根本原因，项目团队应使用什么工具？

- A.帕累托图
- B.工作分解结构
- C.直方图
- D.石川图

143、After the project team collects all stakeholder requirements and defines the project scope, what should the project team do next?

- A.Define the activities that are assigned to the project resources.
- B.Validate the project scope to meet the project objectives.
- C.Develop a schedule that aligns with the project deliverables.
- D.Decompose the project deliverables into manageable work elements.

项目团队收集所有相关方需求并定义项目范围后，项目团队下一步应做什么？

- A.定义分配给项目资源的活动
- B.核实项目范围，满足项目目标
- C.制定与项目可交付成果一致的进度计划
- D.将项目可交付成果分解成可管理的工作内容

144、During the planning phase, the project manager estimates task durations based upon the availability of the resources. How should the project manager gain commitment from the resources' providers?

- A.Share the project management plan and human resource management plan with the functional managers.
- B.Send an e-mail to the staffing department with a completed resource request form.
- C.Involve the functional managers in developing the plan and obtaining their approval.
- D.Assure the functional managers that the resources will be released as soon as their tasks are completes.

在项目规划阶段，项目经理根据资源可用性估算任务持续时间。项目经理应该如何获得资源提供者的承诺？

- A.与职能经理分享项目管理计划和人力资源管理计划。
- B.向人员配备部门发一封电子邮件，并附上完整的资源请求表。
- C.让职能经理参与制定计划并获得他们的批准。
- D.向职能经理保证资源将在完成任务后遣散。

145、The project manager of an ongoing project leaves the company, and a new project manager is assigned. The sponsor asks the new project manager to check the status of a key stakeholder's modification request.

Where should the project manager find this information?

- A.Project document updates

B.Change log

C.Stakeholder management plan

D.Communications management plan

项目正在进行当中，项目经理从公司离职，任命了一名新的项目经理。发起人让新项目经理检查一名关键相关方修改请求的状态。项目经理可以从哪里找到这个信息？

A.项目文件更新

B.变更日志

C.相关方管理计划

D.沟通管理计划

146、A construction project experiences issues in obtaining permits. As a result, the project schedule is negatively impacted.

To reflect this schedule change, the project manager should use which of the following tools or techniques?

A.Adjusting leads and lags

B.Resource leveling

C.Defect repair

D.PERT analysis

一个施工项目遇到了获得许可的问题。因此，项目进度受到不利影响。为了反映这个进度变更，项目经理应使用下列哪一项工具或技术？

A.调整时间提前量和时间滞后量

B.资源平衡

C.缺陷修理

D.PERT 分析

147、A project team working on concurrent projects with tight timelines learns that one project will be cancelled. The team is relieved, as overtime will no longer be required.

What should the project manager do next?

A.Meet with the project team for debriefing and to capture the lessons learned.

B.Meet with the project team to review the issue log.

C.Immediately disband the project team so they can focus on the other project.

D.Assume full responsibility for the cancellation of the project.

为工期紧张的并行项目工作的项目团队了解到其中一个项目将被取消。团队感到松了一口气，因为将不再需要加班了。项目经理下一步该怎么做？

A.与项目团队开会，说明情况，并收集经验教训

B.项目团队开会，审查问题日志

C.立即解散项目团队，让他们能够专注于其它项目

D.承担项目取消的全部责任

148、A newly hired project manager reviews project documentation and determines that not all stakeholder requirements have been identified. What should the project manager do next?

A.Update the project charter.

B.Develop a new scope management plan.

C.Escalate the issue to the project sponsor.

D. Review and validate the stakeholder register.

一名新雇用的项目经理审查项目文件，确定未将所有相关方包含在内。项目经理下一步该怎么做？

- A. 更新项目章程
- B. 制定一份新的沟通管理计划
- C. 将该问题上报给项目发起人
- D. 审查并核实相关方登记册

149、A project sponsor notifies a project manager of an unexpected event that will negatively impact a project's budget. What should the project manager do next?

- A. Take no action because this event was unexpected.
- B. Set up a meeting with the project team to prepare and implement a workaround.
- C. Instruct the project team to implement the workaround plan in the risk register.
- D. Use the contingency reserve to implement a workaround.

项目发起人通知项目经理一个意外事件将对项目预算造成负面影响。项目经理下一步该怎么做？

- A. 不采取任何行动，因为该事件是意想不到的。
- B. 与项目团队开会，准备并实施权变措施。
- C. 指示项目团队实施风险登记册中计划的权变措施。
- D. 使用应急储备实施权变措施。

150、A project ends prematurely. To document the amount of work completed, what should the project manager do next?

- A. Validate the scope process.
- B. Perform project closure.
- C. Conduct a post-implementation review.
- D. Close the contracts.

项目提前结束。若要记录完成的工作量，项目经理下一步应该怎么做？

- A. 核实范围过程
- B. 执行项目收尾
- C. 开展实施后审查
- D. 合同收尾

151、A key company initiative is progressing through the planning stages. The team baselines the project management plan and is ready to execute the project.

What should the project manager do next?

- A. Schedule a meeting with key stakeholders to obtain approval to proceed.
- B. Set the project baselines in the project management information system (PMIS).
- C. Begin execution in accordance with the project management plan.
- D. Review the risk register for this key initiative.

公司的一项关键计划正在进行规划阶段。团队制定项目管理计划的基准，并且已经准备好执行项目。

项目经理下一步该怎么做？

- A. 安排一次与关键相关方的会议，获得继续批准

- B.在项目管理信息系统（PMIS）中设置项目基准
- C.开始按照项目管计划执行
- D.审查这项关键计划的风险登记册

152、At a project kick-off meeting, the chief executive officer (CEO) requests changes that will impact the project scope. How should the project manager respond?

- A.Advise the CEO that the project team will investigate the impact of the proposed changes.
- B.Inform the CEO that the scope was already finalized and cannot be changed.
- C.Accept the changes as requested by the CEO.
- D.Consider the CEO's changes during the project's implementation phase.

在项目启动大会上，首席执行官（CEO）提出的变更将会影响项目范围。项目经理应如何响应？

- A.通知 CEO 项目团队将调查所提议变更的影响
- B.通知 CEO 范围已最终确定，无法变更
- C.按 CEO 请求接受变更
- D.在项目实施阶段考虑 CEO 的变更

153、Before transferring the ownership of deliverables to project stakeholders defined in the project management plan, a project manager discovers that a project deliverable was not completed. After retain the work breakdown structure (WBS) dictionary to understand the description of work, the stakeholders disagree on who is responsible for this deliverable.

What should have been reviewed to prevent this situation?

- A.Scope baseline
- B.Responsible, accountable, consult, and inform (RACI) matrix
- C.Enterprise environmental factors
- D.Work breakdown structure (WBS)

在将可交付成果所有权转移给项目管理计划中定义的项目相关方之前，项目经理发现其中一个项目可交付成果未完成。在审查工作分解结构（WBS）词典理解工作描述后，相关方对该负责该可交付成果意见不一致。

为避免这种情况，应该事先审查什么？

- A.范围基准
- B.执行、负责、咨询和知情（RACI）矩阵
- C.事业环境因素
- D.工作分解结构（WBS）

154、A large number of resources are assigned to a project manager. However, the project manager now wishes to add two critical resources that were not included in the initial pool, as these resources were allocated to another project within the organization.

Which tool or technique should the project manager use?

- A.Acquisition
- B.Negotiation
- C.Pre-assignment
- D.Virtual team model

两名资源因为之前被分配到组织中的另一个项目上，未被包含在初始资源池中。项目经理应

采用那种工具或方法？

- A. 招募
- B. 协商
- C. 预分配
- D. 虚拟团队模式

155、At the start of a project, the project manager finds that team members and key stakeholders are not in agreement with the project scope and the deliverables. To obtain the project team's commitment and agreement, what should the project manager do next?

- A. Send the project scope and agreed-upon deliverables to all stakeholders.
- B. Escalate the issue to senior management and request their support.
- C. Record the issue in the issue log and continue with project execution.
- D. Conduct a kick-off meeting with all key stakeholders and project team members.

在项目开始时，项目经理发现团队成员和关键相关方对项目范围和可交付成果的意见不一致。为获得项目团队的参与和一致意见，项目经理接下来该怎么做？

- A. 将项目范围和一致同意的可交付成果发送给所有相关方
- B. 将问题上报给高级管理层，并请求他们的支持
- C. 在问题日志中记录问题，并继续执行项目
- D. 与所有关键相关方和项目团队成员一起召开项目启动大会

156、The customer of a recently implemented project requests the project manager investigate post-implementation issues that cause business disruption and losses. The project manager explains to the customer that requests must be referred to the operations team, as the project is formally accepted. The customer does not agree and complains about the situation. To close this discussion, the project manager should do which of the following?

- A. Ask the project team to evaluate the root cause, correct the issue, and document lessons learned.
- B. Review the closure documents, present them to the customer, and bring in the operations representative to proceed with issue resolution.
- C. Escalate the customer's complaint to the project sponsor to have resources assigned to resolve the issue.
- D. Review the risk management plan to determine if the issue was identified and planned in advance.

一个最近实施项目的客户要求项目经理调查导致业务中断和损失的实施后问题。项目经理向客户解释该请求必须转给运营团队，因为项目已正式验收。客户不同意并投诉这种情况。为结束讨论，项目经理应进行下列哪一项？

- A. 要求项目团队评估根本原因，纠正问题并记录经验教训
- B. 审查收尾文件，将其提交给客户，并让运营代表加入继续问题解决过程
- C. 将客户的投诉上报给项目发起人，分配资源解决该问题
- D. 审查风险管理计划，确定是否提前识别和规划该问题

157、While managing a project for a multinational company, a project manager continues to accept changes from the client to maintain a good relationship and secure new business. Three quarters of the way through the project, the budget is depleted.

What should the project manager have developed to prevent this?

- A. Project scope statement
- B. Cost management plan
- C. Statement of work (SOW)
- D. Change management plan

在为一个跨国公司管理项目时，为保持良好的关系以及获得新业务，项目经理持续接受来自客户的变更。在项目进行三个季度后，预算耗尽。

若要防止这个问题，项目经理应制定哪一项？

- A. 项目范围说明书
- B. 成本管理计划
- C. 工作说明书（SOW）
- D. 变更管理计划

158、A project team identifies an emergency, which requires an immediate change. Due to the limited schedule, there is not enough time to follow a standard change control process.

What should the project manager do next?

- A. Stop the project until the change is approved by the change control board.
- B. Establish a new change control board to assess the change.
- C. Inform the project sponsor and ask for advice.
- D. Document the change first and obtain approval from change control board at a later time.

项目团队识别到一个紧急事件，要求立即进行变更。由于进度计划有限，没有足够的时间遵循标准的变更控制流程。项目经理下一步该怎么做？

- A. 停止项目，直到变更获得变更控制委员会的批准为止
- B. 建立新的变更控制委员会来评估变更
- C. 通知项目发起人并询问意见
- D. 首先记录变更，并在之后获得变更控制委员会的批准

159、The project manager identifies several issues that could negatively impact a strategic project's objectives. What should the project manager do next?

- A. Ensure each issue is given a priority that is based on the impact to the project objectives.
- B. Conduct a special project meeting to delegate issues to team members.
- C. Obtain the sponsor's approval for changes to the project objectives.
- D. Use project contingency to allocate additional resources to resolve issues.

项目经理识别出可能对一个战略项目目标产生负面影响的多个问题。项目经理下一步该怎么做？

- A. 确保根据对项目目标的影响对每个问题赋予优先级
- B. 召开一次特别项目会议，将问题委派给团队成员
- C. 获得项目发起人的批准，变更项目目标
- D. 使用项目应急储备，分配额外的资源解决问题

160、项目经理收到设备采购的两份标书。采购部门坚持接受最低报价，而制造部门更愿意选择性能最好但价格更高的设备。为了满足项目预算，项目经理选择最便宜的报价。

项目经理使用的是哪种冲突管理技巧？

- A. 妥协/调解

- B.撤退/回避
- C.缓和/包容
- D.强迫/命令

161、 During the initiation of a project, which of the following methods would take the longest time to implement?

- A.Bottom-up estimating
- B.Parametric estimating
- C.Order-of-magnitude analysis
- D.Analogous estimating

在项目启动期间，下列哪一种方法将需要最长的执行时间？

- A.自下而上估算
- B.参数估算
- C.量级分析
- D.类比估算

162、 A company must select a seller for their software implementation project. The project manager cannot accurately estimate the extent of the work or the costs.

What type of contract should the project manager consider?

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

一家公司必须为他们的软件实施项目选择一个卖家。项目经理不能准确估算工作范围或成本。

项目经理应该考虑哪种合同类型？

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

163、 A project manager is presented with the following new risks and opportunities: Risk A has a 90% probability and will cost US\$50,000.

Risk B has a 30% probability and will cost US\$300,000.

Opportunity A has a 50% probability and will yield a savings of US\$100,000. Opportunity B has a 15% probability and will yield a savings of US\$125,000.

Using expected monetary value analysis, which risk or opportunity should the project manager consider first?

- A.Risk A
- B.RiskB
- C.Opportunity B
- D.Opportunity A

项目经理面对以下新风险和机会：

风险 A 有 90%的可能性，并将花费 US\$50,000 的成本。风险 B 有 30%的可能性，并将花

费 US\$300,000 的成本。机会 A 有 50%的可能性,并将节省 US\$100,000。

机会 B 有 15%的可能性,并将节省 US\$125,000。

使用预期的货币价值分析,项目经理应首先考虑哪一项风险和机会?

- A.风险 A
- B.风险 B
- C.机会 B
- D.机会 A

164、After assuming management of an ongoing project, the project manager determines that there are insufficient quality metrics to support the project. What should the project manager do next?

- A.Create a histogram and Pareto diagram to document results and share with key stakeholders.
- B.Discuss the project status with the sponsor and update the project team.
- C.Assess the project management plan for quality gaps and update the quality management plan.
- D.Update lessons learned upon completion of the project and recommend process improvements.

在负责管理一个正在进行中的项目之后,项目经理确定支持项目的质量测量指标不足。项目经理下一步该怎么做?

- A.创建直方图和帕累托图来记录结果,并与关键相关方分享
- B.与项目发起人讨论项目状态并向项目团队更新
- C.评估项目管理计划的质量差距,并更新质量管理计划
- D.完成项目时更新经验教训,并建议过程改进

165、To identify project risks, the project manager distributes a questionnaire to experts within the organization and requests anonymous participation instead of holding a brainstorming session. The responses collected are presented for further comments to the same group.

This approach is known as which of the following?

- A.Expert judgment
- B.Interviewing
- C.Delphi technique
- D.Group work

为了识别项目风险,项目经理向组织内的专家分发一份问卷调查,并要求专家匿名参与,而不是召开头脑风暴会议。将收集的答复发还给相同的专家组做进一步评论。这种方法称作下列哪一项?

- A.专家判断
- B.访谈
- C.德尔菲技术
- D.团队工作

166、An investigation shows that the lowest possible cost to perform a project is US\$100 million. After further inquiry, it is found that similar projects were delivered for 25% more, and one project cost three times more than the lowest cost estimate.

Using all of the provided estimates, which of the following should be used as a cost estimate?

- A.US\$100 million

- B.US\$150 million
- C.US\$200 million
- D.US\$250 million

一项调查显示执行一个项目的最低可能成本为\$1 亿美元。进一步调查之后发现有类似项目交付成果比估算多 25%，而另一个项目成本比最低成本估算多三倍。

使用所有提供的估算，下列哪一项应作为成本估算？

- A.\$1 亿美元
- B.\$1.5 亿美元
- C.\$2 亿美元
- D.\$2.5 亿美元

167、 During the initial planning of a construction project, the need for a concrete blender is identified.

-The price to rent the equipment is US\$200 per day.

-The cost to lease the equipment is US\$100 per day, with an initial payment of US\$10,000. What is the minimum number of days before it is more economical to lease versus rent?

- A. 91
- B. 101
- C. 151
- D. Leasing is not a viable option

在一个施工项目的初始规划期间，识别到需要一个混凝土混合器。

-临时租赁该设备的价格为 200 美元每天。

-按租约租用该设备的成本为 100 美元每天，初始付款为 10,000 美元。

至少要经过多少天后，按租约租用会比临时租赁更经济？

- A.91 天
- B.101 天
- C.151 天
- D.按租约租用不是一个可行的方案

168、 A project manager who is new to the organization is assigned a project with multiple stakeholders. The project manager wants to determine which stakeholders are internal and which are external.

What should the project manager review to understand stakeholder roles?

- A.Stakeholder register
- B.Stakeholder analysis
- C.Stakeholder management plan
- D.Stakeholder communications model

新到组织的项目经理被分配管理一个具有多名相关方的项目。项目经理希望确定哪些相关方是内部的、哪些相关方是外部的。

若要了解相关方的角色，项目经理应该查阅哪一份文件？

- A.相关方登记册
- B.相关方分析
- C.相关方管理计划
- D.相关方沟通模型

169、 A project manager discovers an issue that may lead to increased costs and schedule delays. After spending two months troubleshooting the problem, the manager learns that this problem previously occurred during a similar project another project manager.

What should the current project manager have done to prevent this?

- A. Created an Ishikawa diagram
- B. Performed a Pareto diagram
- C. Used subject matter expert (SME) criteria
- D. Reviewed the corporate knowledge base

项目经理发现一个问题，可能导致成本增加以及延迟进度计划。花两个月时间排除问题后，项目经理得知这个问题在之前由另一名项目经理管理的类似项目中发生过。若要防止这个问题，当前项目经理应该事先做什么？

- A. 创建石川图
- B. 创建帕累托图
- C. 使用主题专家(SME)标准
- D. 审查企业知识库

170、 A project manager identifies that members have different ideas and perspectives about the project. What stage of the Tuck-man ladder does this describe?

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

项目经理发现团队成员对项目有许多不同意见和观点。这描述的是塔克曼阶梯的哪个阶段？

- A. 震荡阶段
- B. 规范阶段
- C. 形成阶段
- D. 解散阶段

171、 A project team is located in two separate locations. The team members seem to be in continuous disagreement, and collaboration within the team suffers.

What can the project manager do to create a more collaborative team environment?

- A. Remove one of the groups from the project.
- B. Bring in an external expert to objectively define the issues and provide advice on their resolution.
- C. Collocate the two teams.
- D. Select a represent from each group to meet ad resolve the conflict.

项目团队分处两个不同地点。团队成员之间似乎一直分歧，团队内部协作受影响。若要创造一个更具协作性的团队环境，项目经理可以怎么做？

- A. 将其中一组成员从项目开除。
- B. 引入外部专家客观定义问题，并提供解决建议。
- C. 两个团队集中办公。
- D. 从每一组成员中选择一名代表开会并解决冲突。

172、 A new project manager joins an ongoing project. The project manager is unfamiliar with the organization and has difficulty identifying the appropriate parties who have an interest in the project.

What should the project manager review?

- A. Stakeholder register
- B. Communications management plan
- C. Project charter
- D. Responsible, accountable, consult, and inform (RACI) matrix

一名新项目经理加入一个正在进行当中的项目。项目经理对组织不熟悉，难以识别项目中具有利益关系的相关方。

项目经理应该审查什么？

- A. 相关方登记册
- B. 沟通管理计划
- C. 项目章程
- D. 执行、负责、查询和知情(RACI)矩阵

173、 During project execution, a company hires a new vice president (VP) of procurement, although the project ' s scope is unrelated to the procurement area. What stakeholder management strategy should be used?

- A. Keep informed
- B. Monitor
- C. Keep satisfied

D. Manage closely

在项目执行期间，公司聘用了一名新采购副总裁(VP)。虽然项目范围与采购领域无关。但应使用哪一项相关方管理策略？

- A. 随时告知
- B. 监督
- C. 令其满意
- D. 重点管理

174、 While developing the project schedule, the project manager discovers that a critical team member is over allocated. What should the project manager use to resolve this?

- A. Resource leveling
- B. Fast tracking
- C. Critical path method (CPM)
- D. Critical chain method (CQI)

在制定项目进度计划时，项目经理发现一名关键团队成员过度分配。若要解决这个问题，项目经理应该用什么？

- A. 资源平衡
- B. 快速跟进
- C. 关键路径法(CPM)
- D. 关键链法(CQI)

175、 Due to a corporate manager, a new project sponsor is added midway through output affected by this?

- A. Stakeholder management plan
- B. Project charter
- C. Stakeholder register
- D. Responsibility assignment matrix (RAM)

由于公司合并，一项新项目发起人在项目中途加入。这会影响到哪一项输出？

- A. 相关方管理计划
- B. 项目章程
- C. 相关方登记册
- D. 责任分配矩阵(RAM)

176、 A project manager develops a project schedule using the precedence diagramming method (PDM). The duration of Task A is three days.

Task B is start-to-finish (SF) with Task A and has a duration of six days. Task D is SF with Task B and has a duration of eight days.

Task C is SF with Task B and has a duration of four days. Task E is SF with Task C and has a duration of seven days. Task F is SF with Task A and has a duration of six days.

How many days is task D's float?

- A.3
- B.8
- C.11
- D.20

项目经理使用紧前关系绘图法(PDM)制定项目进度计划。任务 A 的持续时间为三天。

任务 B 与任务 A 是开始到完成(SF)关系，持续时间为六天。任务 D 与任务 B 是开始到完成(SF)关系，持续时间为八天。任务 C 与任务 B 是开始到完成(SF)关系，持续时间为四天。任务 E 与任务 C 是开始到完成(SF)关系，持续时间为七天。任务 F 与任务 A 是开始到完成(SF)关系，持续时间为六天。任务 D 的浮动时间是多少天？

- A.3 天
- B.8 天
- C.11 天
- D.20 天

177、 During weekly project review meetings, team members identify new risks. Reassess current risks, and identify risks that are no longer valid. What document should be updated after each of these meetings?

- A. Risk breakdown structure (RBS)
- B. Probability and impact matrix
- C. Project management plan
- D. Risk register

在每周项目评审会议上，团队成员识别了新风险，重新评估当前风险，并识别出不再有效的风险。每次此类会议之后更新哪份文件？

- A. 风险分解结构(RBS)
- B. 概率和影响矩阵

- C. 项目管理计划
- D. 风险登记册

178、After the completion of work, a seller requests sign-off on the formal closure of the contract. What should be done before accepting and approving the closure?

- A. Confirm that the seller met the schedule and budget as outlined in the procurement management plan and contract documents.
- B. Perform inspections and audits to check the compliance of the seller's work processes and deliverables.
- C. Compile a complete set of documentation so it can be Included with the final project files.
- D. Survey the customer's satisfaction with the completed work.

完成工作之后，卖方请求签署同意合同正式收尾。在接受并批准收尾之前应完成什么？

- A. 确认卖方满足采购管理计划和合同文件中所述的进度计划和预算。
- B. 执行检查和审计，检查卖方工作流程和可交付成果的合规性。
- C. 编制一套完整的文件集，让其能够与最终项目文件一起包含在内。
- D. 调查客户对已完成工作的满意度。

179、A project in the execution phase incurs cost overruns due to additional reporting requirements introduced by the human resource team. What should the project manager have done to avoid the cost overruns?

- A. Added resources for the new requirements
- B. Increased the budget for the new requirements
- C. Executed change requests for the new requirements
- D. Reduced the testing timeline for delivering the new requirements

一个项目处于执行阶段，由于人力资源团队引入额外的报告需求，发生成本超支。若要避免成本透支，项目经理应该事先做什么？

- A. 为新需求增加资源
- B. 为新需求增加预算
- C. 执行新需求的变更请求
- D. 减少交付新需求的测试时间表

180、A project manager assumes a project to meet an urgent customer requirement. What will the project manager need to develop the project management plan?

- A. Expert judgment and lessons learned from previous project
- B. Project charter and organization process assets
- C. Work breakdown structure (WBS)
- D. Sequence of activities

项目经理负责管理一个项目，满足紧急需求。项目经理将需要哪一项来制定项目管理计划？

- A. 过往项目的专家判断和经验教训
- B. 项目章程和组织过程资产
- C. 工作分解结构(WBS)
- D. 活动顺序

181、An existing 10-member project team acquires two additional team members. How many

communication channels have been added?

- A.2
- B.11
- C.21
- D.66

现在 10 名成员的项目团队另外招募了两名团队成员，这会增加多少沟通渠道？

- A.2
- B.11
- C.21
- D.66

182、 During the execution phase of a project, the sponsor decides to terminate the project. What should the project manager do?

- A. Add project artifacts to the organizational process Assets.
- B. Consult with the project management office (PMO) regarding this decision.
- C. Create project closure documents.
- D. Discuss the impact of the sponsor' s decision.

在项目执行阶段，项目发起人决定终止项目。项目经理应该怎么做？

- A. 向组织过程资产添加项目制品。
- B. 就这个决定咨询项目管理办公室(PMO)。
- C. 创建项目收尾文件。
- D. 讨论项目发起人决定的影响。

183、 A project manager is creating an activity list and wants to use a template that has proven to be successful and has been accepted by the organization. Where can the project manager find this?

- A. Activity template list
- B. Organizational process plan
- C. Schedule management plan
- D. Project management information system (PMIS)

项目经理正在创建一份活动清单，希望使用一份已证明是成功而且被组织接受的模板。项目经理可以从哪里找到这个？

- A. 活动模板清单
- B. 组织过程资产
- C. 进度管理计划
- D. 项目管理信息系统(PMIS)

184、 The project team identified new business requirement for a software implementation project. However the project has already completed the development phase and is currently in the testing phase.

What should the project manager do next?

- A. Submit a change request to the change control board (CCB)
- B. Reject the change, as it may cause a project delay
- C. Update the scope baseline.

D. Inform the project sponsor about a potential budget increase.

项目团队识别到一个软件实施项目的新业务需求。然而，该项目已经完成开发阶段，目前正处于测试阶段。

项目经理下一步应该怎么做？

- A. 向变更控制委员会(CCB)提交一份变更请求。
- B. 拒绝变更，因为可能导致项目延期。
- C. 更新范围基准。
- D. 通知项目发起人预算可能增加。

185、 A Project involves team members from two different locations who have shared knowledge because they worked together on past similar projects.

What should the project manager do to effectively build the project team?

- A. Ask team members where they believe they will be most effective and create an assignment matrix.
- B. Negotiate team member training needs detected during their participation in the project.
- C. Explain the objectives of the project and establish ground rules.
- D. Discuss recognition and rewards for successful project completion.

一个项目涉及来自两个不同地方的团队成员,但由于他们曾在过往类似项目中一起工作过，所以他们拥有共同的知识。

为了有效建设项目团队，项目经理应该怎么做？

- A. 团队成员他们认为自己最擅长哪些方面，并创建一个分配矩阵。
- B. 团队成员协商他们在参与项目过程中发现的培训需求。
- C. 说明项目目标并制定基本规则。
- D. 讨论成功完成项目的认可与奖励。

186、 A project manager receives sponsor approval of the project plan. To begin project execution, what should the project manager do next?

- A. Conduct a kick-off meeting.
- B. Validate the scope.
- C. Hire the project team.
- D. Distribute the project charter.

项目经理收到项目发起人对项目计划的批准。若要开始执行项目，项目经理下一步应该怎么做？

- A. 召开项目启动大会。
- B. 核实范围。
- C. 招募项目团队。
- D. 分发项目章程。

187、 A project team completes a brainstorming session to identify possible project risks. What should the team do next?

- A. Create a probability and impact matrix.
- B. Plan a risk response strategy.
- C. Perform a contingency reserve, analysis.
- D. Calculate the expected monetary Value (EMV).

项目团队完成一次头脑风暴会议，识别可能的项目风险。团队接下来应该怎么做？

- A. 创建概率和影响矩阵。
- B. 制定风险应对策略计划。
- C. 执行应急储备分析。
- D. 计算预期货币价值(EMV)。

188、A project manager wants to generate ideas to improve project quality by comparing the project's product against competitor's products.

What tool or technique should the project manager use?

- A. Benchmarking
- B. Brainstorming
- C. Storyboarding
- D. Design of experiments (DOE)

项目经理希望通过将项目产品与竞争对手的产品进行比较得出改进项目质量的方案。项目经理使用的什么工具或技术？

- A. 标杆对照
- B. 头脑风暴
- C. 故事版
- D. 实验设计(DOE)

189、Midway through a project to build a customer service center, the customer service team director asks to upgrade the proposed phone system. What should the project manager do?

- A. Implement the processes in the scope management plan.
- B. Follow the processes in the schedule management plan.
- C. Follow the processes in the quality management plan.
- D. Use the processes outlined in the change management plan.

在建设一个客户服务中心的项目中途，客户服务团队总监要求升级建议的电话系统。项目经理应该怎么做？

- A. 实施范围管理计划中的过程。
- B. 遵循进度管理计划中的过程。
- C. 质量管理计划中的过程。
- D. 用变更管理计划中所述的过程。

190、A project manager decides to conduct a pilot initiative with a test group to identify the most common issues and determine potential areas for improvement. What will help to identify and prioritize these issues as areas for improvement?

- A. Ishikawa diagram
- B. Benchmarking
- C. Design of experiment
- D. Pareto diagram

项目经理决定与一个测试组进行试点计划，识别最常见的问题，并确定潜在的改进领域。下列哪一项有助于识别这些问题并将其作为改进领域排列优先顺序？

- A. 石川图
- B. 标杆对照

- C. 实验设计
- D. 帕累托图

191、 A key project team member confronts the project manager regarding their excessive workload. They discuss in detail what work can be reassigned and where the team member will have to work harder to complete the assigned work.

The project manager is exercising what conflict management technique?

- A. Force/direct
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Collaborate/problem solve

一名关键项目团队成员就工作量过多向项目经理提出抗议，他们详细讨论了哪些工作可以重新分配以及团队成员若要完成所分配工作在哪些方面比较困难。

项目经理采用的是哪些冲突管理技术？

- A. 强迫/命令
- B. 撤退/回避
- C. 妥协/调节
- D. 合作/解决问题

192、 During a project's closing phase, the project manager realizes that several requirements in the initial scope were changed. The project manager requests a meeting with the customer to revise the project budget, but the customer refuses. What plan should the project manager have better developed to avoid this?

- A. Scope management
- B. Configuration management
- C. Change management
- D. Requirement management

在项目收尾阶段，项目经理得知初始范围中的多个需求已经变更。项目经理请求与客户开会修订项目预算，但客户拒绝。

若要避免这个问题，项目经理最好应制定哪份计划？

- A. 范围管理
- B. 配置管理
- C. 变更管理
- D. 需求管理

193、 A company plans to introduce a new product for which delivery cannot be delayed. The project manager identifies that bad weather poses a delivery risk. To reduce the risk, the project manager requests that an airplane be contracted on standby in the event that land transportation becomes an issue.

What risk strategy is the project manager applying?

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

公司计划引进一款新产品，但产品交付不得延迟。项目经理识别到恶劣天气会带来潜在交付风险。项目经理为了降低风险，项目经理要求承包一架飞机随时待命，以备在陆地上交通发生问题时使用。

项目经理采用的是何种风险策略？

- A. 减轻
- B. 回避
- C. 应急
- D. 转移

194、 A project is behind schedule due to the implementation of new changes. As a result, a legal requirement included in the initial scope will not be met. What should the project manager have done before accepting the changes?

- A. Identified any associated new risks
- B. Issue a time extension
- C. Modified the project requirements
- D. Performed a quantitative analysis

由于实施新的变更，项目落后于进度计划。结果，将无法满足包含在初始范围内的一项法律要求。接受变更之前项目经理应事先完成哪一项工作？

- A. 识别任何相关的新风险
- B. 发布延长时间
- C. 修订项目要求
- D. 执行定量分析

195、 A client wants to add US\$700,000 in project scope changes. What should the project manager do?

- A. Update the cost and schedule baselines.
- B. Submit a change request and follow the change management plan.
- C. Approve the change and immediately revise the project management plan.
- D. Document the change and update the statement of work (SOW).

客户希望对项目范围变更增加 70 万美元。项目经理应该怎么做？

- A. 更新成本和进度基准。
- B. 提交变更请求，并遵循变更管理计划。
- C. 批准变更，并立即修订项目管理计划。
- D. 记录变更，并更新工作说明书(SOW)。

196、 Six months into a construction project' s execution phase, a newly created environmental organization expresses its concern about the project' s impact. What should the project manager do first?

- A. Escalate the issue to the project sponsor.
- B. Include the environmental organization as anew project stakeholder in the stakeholder management plan.
- C. Ignore the subject and continue executing the activities as scheduled.
- D. Meet with the environmental organization' s representatives to review the environmental

impact report.

一个施工项目的执行阶段进行六个月时，一个新成立的环境组织表达其对项目影响的担忧。项目经理首先应该做什么？

- A. 将问题上报给项目发起人。
- B. 将该环境组织纳入作为相关方管理计划中的一名新项目相关方。
- C. 忽略这个问题，并继续按计划执行活动。
- D. 与该环境组织的代表开会评审环境影响报告。

197、The project manager for a new project obtains sign-off from three of the four required authorizing sponsors. The fourth sponsor will return from vacation in two weeks.

What should the project manager do?

- A. Create an activity list and estimate activity durations.
- B. Develop the project management plan.
- C. Secure resources and start building the project team.
- D. Wait for the fourth sponsor's sign-off on the project charter.

一个新项目的项目经理获得四名必要授权发起人中三人的签署同意。第四名项目发起人将在两周内度假回来。

项目经理应该怎么做？

- A. 创建一份活动清单，估算活动持续时间。
- B. 制定项目管理计划。
- C. 招募资源，并开始建设项目团队。
- D. 等待第四名项目发起人在项目章程上签署同意。

198、While defining scope, the project team identifies a major budget limitation that is confirmed by the project sponsor.

What should the project manager have done to earlier identify this issue?

- A. Captured it in the summary budget
- B. Defined the project's description and boundaries
- C. Created a stakeholder list
- D. Documented assumptions and constraints

定义范围时，项目团队识别到一个重大预算限制，并得到项目发起人的确定。若要提早识别到这个问题，项目经理应该事先做什么？

- A. 将其纳入到总体预算中
- B. 定义项目的描述和边界
- C. 创建一份相关方名单
- D. 记录假设和制约因素

199、A project manager communicates with different project stakeholder at various levels, sharing different types of project information at any given time. The project manager now needs to send a data report to a specific group of project stakeholders.

What communication method should the project manager use?

- A. Interactive
- B. Push
- C. Individual

D. Pull

项目经理与不同层次的不同相关方沟通，在任何给定时间分享不同类型的项目信息。项目经理现在需要向某一特定项目相关方组别发一份数据报告。项目经理应该使用什么沟通方法？

- A. 交互式沟通
- B. 推式沟通
- C. 个体沟通
- D. 拉式沟通

200、 A project management office (PMO) requests updated lessons learned as part of the Close Project or Phase process. When is it appropriate to update lesson learned?

- A. After project closure
- B. Throughout the entire project
- C. Prior to closing the project
- D. At closure of each project phase

项目管理办公室(PMO)要求更新经验教训作为项目或阶段收尾过程的组成部分。什么时候适合更新经验教训？

- A. 项目收尾后
- B. 在整个项目过程中
- C. 项目收尾前
- D. 每个项目阶段收尾时