

PMP 练习 100 题(一)

1.A company plans to release a new software product in response to market demand. A project manager organizes a workshop with all internal project stakeholders to discuss and consolidate inputs and ideas.

What is the project manager performing?

- A. Mind mapping
- B. Decision analysis
- C. Affinity diagramming
- D. Brainstorming

1.公司计划发布一款新的软件产品。应对市场需求，项目经理组织一次与所有内部项目相关方会议，讨论并整合输入和想法。

项目经理执行的是下列哪一项？

- A.思维导图
- B.决策分析
- C.亲和图
- D.头脑风暴

2. A product is delivered on time, delivered within cost, and meets quality expectations. However, the project team is not sure if the product produced meet the client's requirements. Which of the following explains this situation?

- A. There was poor communication among stakeholders
- B. Project chart was incomplete
- C.Expert judgment was not used during the requirement identification phase
- D.Requirements traceability matrix was not being updated

2.一个产品按时按成本交付，并满足质量期望。但是，项目团队不确定生产的产品是否满足客户需求。下列哪一项说明了这种情况？

- A.相关方之间的沟通不良
- B.项目章程不完善
- C.在需求识别阶段未使用专家判断
- D.未更新需求跟踪矩阵

3. A project manager is assembling the documents for the acceptance of product deliverables. Upon acceptance of the deliverables, what should the project manager do?

- A. Close the project deliverables.
- B. Archive the deliverable documents.
- C. Transfer ownership of the deliverables.
- D. Obtain customer feedback on the deliverables.

3.项目经理正在整理用于验收产品可交付成果的文件。验收可交付成果时，项目经理应该做什么？

- A.收尾项目可交付结果
- B.将可交付成果文件存档

- C.转移可交付成果的所有权
- D.获得客户对可交付成果的反馈

4.A company is developing a new product.During the testing stage,customers identify a serious defect with it.

What should the project manager use to determine an appropriate solution?

- A.Cause-and-effect diagram
- B.Six Sigma
- C.Expert judgement
- D.Design for X

4.公司正在开发一些新产品，在测试阶段，客户发现该产品的一个严重缺陷。项目经理应该使用什么来确定合适的解决方案？

- A.因果图
- B.六西格玛
- C.专家判断
- D.面向 X 的设计

5.A local project is expanding and will now include stakeholders from different countries, what existing documentation must the project manager adjust to effectively manage these global stakeholders?

- A. Change control procedures
- B. Communication management plan
- C. Organization communication requirements
- D. Risk register

5.一个本地项目在不断扩大，现在将包括来自不同国家的相关方。为了有效管理这些全球相关方，项目经理必须调整哪些现有文件？

- A.变更控制程序
- B.沟通管理计划
- C.组织沟通需求
- D.风险登记册

6.A new project manager assigned to an ongoing project realizes that some deliverables that must be integrated are incompatible. After further review, the manager discovers that the issue resulted from the description of the work to be performed.

What document did the project manager review to determine this?

- A. Work breakdown structure (WBS) dictionary
- B. Work breakdown structure (WBS)
- C. Requirements traceability matrix
- D. Project scope statement

6.一名新项目经理被任命管理一个正在进行当中的项目，发现一些必须整合的可交付成果不兼容。进一步审查后，项目经理发现问题是由于待执行工作的描述造成的。

项目经理查阅的是哪份文件来确定这一点？

- A.工作分解结构(WBS)字典
- B.工作分解结构(WBS)

- C.需求跟踪矩阵
- D.项目范围说明书

7.A new team member joins a project.The project manager is highly disciplined and expects timely participation in weekly meetings. The new member comes from an organization with a liberal culture and,out of habit is continually late for meetings.When asked why,the team member responds that they are busy working on deliverables,which they believe have priority.What should the project manager do?

- A.Suspend the team member and explain that this behavior is not permitted.
- B.Meet with the team member again to explain that punctuality is crucial.
- C.Ignore the behavior,as this team member is ensuring that work is not affected,
- D.Highlight ground rules and influences the team so that these rules are understood and followed by all.

7.一位新团队成员加入一个项目。项目经理的纪律严明，并期待按时参加每周会议。这位新成员来自一个文化自由的组织，习惯性参加各种会议迟到，当问到为什么迟到，该团队成员回应说他们忙于处理可交付成果，他们认为应该优先处理可交付成果。项目经理应该怎么做？

- A.暂停该团队成员的工作并解释这种行为是不允许的
- B.再次与该团队成员会面，解释守时至关重要
- C.忽略这种行为，因为这名团队成员正在确保工作不受影响
- D.强调基本规则并影响团队，以便所有人都了解并遵守这些规则

8.A newly appointed project manager learns that stakeholders are concerned about identified project issues and risks. They are dissatisfied that for over a month no communications have been received.

What should the new project manager do?

- A.Implement the existing communications management and stakeholder management plans.
- B.Update the communications management and stakeholder management plans and provide immediate communication regarding the issues and risks to the stakeholders.
- C.Meet with stakeholders to determine the frequency required for communications, then immediately provide them with information regarding the issues and risks.
- D.Meet with the key stakeholders then update the communications management and stakeholder management plans.

8.任命的项目经理获悉，相关方对已识别到的项目问题和风险非常担心，他们一个多月没有收到任何沟通表示不满。

项目经理应该怎么做？

- A.实施现有沟通管理计划和相关方参与计划
- B.更新沟通管理计划和相关方参与计划，并立即向相关方提供有关问题和风险的信息
- C.与相关方开会以确定沟通所需的频率，然后立即向他们提供有关这些问题和风险的信息
- D.与关键相关方开会，然后更新沟通管理计划和相关方参与计划

9.A project has been contracted to a vendor who declares bankruptcy. The project manager follows the approved action, but a stakeholder questions if the action is appropriate.

What should the project manager share with the stakeholder?

- A. Risk register
- B. Risk urgency assessment
- C. Impact analysis
- D. Qualitative analysis

9. 一个项目已经分包给宣布破产的供应商，项目经理遵循批准的行动，但是一名项目相关方质疑该行动是否适当。

项目经理应该向该项目相关方分享什么文件？

- A. 风险登记册
- B. 风险紧迫性评估
- C. 影响分析
- D. 定性分析

10. A project is delayed and a change is needed to obtain the desired quality Level of the deliverables. The project manager issues a formal change request and communicates the change to all stakeholders. The project manager then learns that this communications approach failed to meet stakeholders' expectations.

What should the project manager do?

- A. Review the communications management and stakeholder management plans.
- B. Issue a change request to include stakeholders' expectations in the project management plan.
- C. Meet with the project sponsor to better understand stakeholders' expectations.
- D. Follow the communications management plan, and issue a status report.

10. 一个项目延迟交付，且需要进行变更才能获得理想的可交付成果质量级别。项目经理签发正式的变更请求，并与所有相关方沟通变更。然后项目经理得知这种沟通方式未能满足相关方的期限。

项目经理应该怎么做？

- A. 审查沟通管理计划和相关方参与计划
- B. 签发变更请求，在项目管理计划中包含相关方的期限
- C. 与项目发起人开会，以更好地了解相关方的期限
- D. 遵循沟通管理计划，并签发一份状态报告

11. A project is unable to assign a subject matter expert(SME). The team is concerned that due to the absence of an SME, incorrect assumptions will lead to rework.

What should the project manager do?

- A. Update the risk register and escalate the constraint to the human resource manager.
- B. Update work performance reports and update the risk register.
- C. Determine if an alternate source for an SME is available.
- D. Add a contingency reserve for SME tasks.

11. 项目不能分配一名主题专家(SME)。由于缺少主题专家，团队担心不正确的假设将导致返工。项目经理应该怎么做？

- A. 更新风险登记册并将该制约因素升级上报给人力资源经理
- B. 更新工作绩效报告并更新风险登记册
- C. 确定是否有可用的主题专家替代
- D. 为主题专家的任务增加应急储备

12.A project manager assumes an ongoing project with a large number of dependencies across multiple functional areas. What should the project manager prepare first?

- A. A fish-bone diagram to understand the root causes of project success
- B. Communications management and stakeholder engagement plans with relevant stakeholders
- C. A project estimate to discuss with the implementation teams
- D. A cost-benefit analysis to understand end-user benefits

12. 项目经理负责管理一个正在进行的项目，该项目具有跨多个职能领域的大量依赖关系。项目经理首先应该准备什么？

- A. 鱼骨图，以了解项目成功的根本原因
- B. 与利益相关方的沟通管理计划和相关方参与计划
- C. 项目估算，以与实施团队讨论
- D. 成本效益分析，以了解最终用户效益

13.A project manager has a project that is constantly facing challenges. The sponsor is regularly unavailable to make decisions, there are massive budget overruns, team members are constantly leaving the project, and there is no practical support provided by senior management.

What should the project manager do?

- A. Meet with the team to identify what is causing the problems, and escalate it to the steering committee.
- B. Meet with key stakeholders to determine if the project should be terminated.
- C. Replace team members who have left with new resources to complete the agreed-upon scope.
- D. Reduce the project scope to allow the remaining team members the ability to complete the project.

13. 项目经理管理的一个项目不断面临挑战。发起人经常无法做出决定，存在大量预算超支，团队成员不断从项目离职，高级管理层没有提供实际的支持。

项目经理应该怎么做？

- A. 与团队一起开会，以确定造成这些问题的原因，并将其升级上报给指导委员会
- B. 与关键相关方开会，以确定是否应该终止项目
- C. 用新资源替换离职的团队成员来完成约定的范围
- D. 减少项目范围，让剩下的团队成员有能力完成项目

14.A project manager has completed the identification of stakeholders. Previously, the project manager had difficulty managing stakeholders because no distinctions were made among them regarding influence or authority.

What information needs to be included in the stakeholder register?

- A. Change requests for new stakeholders
- B. Stakeholder benefits management plan
- C. Stakeholder engagement plan
- D. Stakeholder classification

14. 项目经理已经完成识别相关方的工作。之前，由于没有对项目经理和相关方的影响力或职权方面规定区别，项目经理在管理相关方方面有困难，在相关方登记册中需要包含哪一些信息？

- A. 新相关方的变更请求
- B. 相关方效益管理计划

C.相关方参与计划

D.相关方分类

15.A project manager is developing the final project plan.During historical data review of previous projects.it is found that most of the final project reports were unsatisfactory to the stakeholders. What should the project manager do to prevent this from reoccurring?

A. Develop a stakeholder management plan

B. Facilitate conflict resolution with the stakeholders

C. Brainstorm better reporting methods

D. Revise the stakeholder management plan

15.项目经理正在制定最终的项目计划，在对以往项目进行历史数据回顾的过程中发现相关方对大部分最终项目报告都不满意。

项目经理应该如何做来避免此事的再次发生？

A.制定相关方参与计划

B.促进与相关方的冲突解决

C.通过头脑风暴得到更好的报告方法

D.修订相关方参与计划

16.A project manager is gathering formal project requirements. After conducting stakeholder interviews, the project manager realizes that some objectives are inconsistent with those in the project charter. Based on information learned during the initiation phase, this project must be highly focused to stay within budget limits.

To manage requirements and meet stakeholder expectations, what should the project manager do?

A.Realign the stakeholder's expectations with the objectives in the project charter.

B.Expand the project charter to include the newly identified objectives.

C.Remove objectives in the project charter that are not aligned with the stakeholders' objectives

D.Disregard stakeholders' objectives that may be outside the scope detailed in the project charter.

16.项目经理正在收集正式的项目需求。在进行相关方访谈后，项目经理意识到有些目标与项目章程中的目标不一致。根据在启动阶段获得的信息，必须高度关注该项目，以保持符合预算限制。

若要管理需求并满足相关方的期望，项目经理应该怎么做？

A.将相关方的期望与项目章程中的目标调整一致

B.扩展项目章程以包含新识别到的目标

C.删除项目章程中与相关方目标不一致的目标

D.忽视可能超出项目章程中详述的范围的相关方目标

17.A project manager receives a request to send out status reports to additional stakeholders. What should the project manager update?

A. Project charter

B. Change log

C. Communications management plan

D. Stakeholder management plan

17. 项目经理收到一个请求，向额外的项目相关方发送状态报告。项目经理应更新哪一份文件？

- A. 项目章程
- B. 变更日志
- C. 沟通管理计划
- D. 相关方参与计划

18. A project manager sends out regular status reports to all stakeholders with bulleted lists of project accomplishments, upcoming objectives, and current challenges. However, some stakeholders still complain that they do not understand the project's status. What should the project manager do?

- A. Contact those stakeholders to understand their concerns, and follow the change request process prior to implementing changes.
- B. Distribute a new, more-detailed status report to those stakeholders.
- C. Ask those stakeholders to review the communications management plan and provide them with an updated status report.
- D. Meet with those stakeholders and the project team to provide a more-detailed project status update.

18. 项目经理向所有相关方发送定期状态报告，报告内容包括项目成就列表，即将完成的目标和目前的挑战。但是，一些相关方仍抱怨说他们不了解项目的状态。项目经理应该怎么做？

- A. 联系这些相关方以了解他们担心的问题，并在实施变更之前遵循变更请求过程
- B. 向这些相关方分布一些新的，更详细的状态报告
- C. 要求这些相关方审查沟通管理计划并向他们提供最新的状态报告
- D. 与这些相关方和项目团队开会，以提供更详细的项目状态更新

19. A project team is experiencing difficulties in delivering product increments. The project manager schedules a retrospective to identify gaps. Who should attend this meeting?

- A. Steering committee members
- B. All members directly involved in producing progress work for the project
- C. The head of the project management office (PMO) and the project manager
- D. The team leaders of each team involved in the project

19. 项目团队在交付产品增量时遇到困难，项目经理安排一次回顾总结会议以找出差错。谁应该参加这次会议？

- A. 指导委员会成员
- B. 所有直接参与项目生产进度工作的成员
- C. 项目管理办公室(PMO)的负责人和项目经理
- D. 参与该项目的每个团队的团队领导

20. A project's status update was not accordance with the stakeholder management plan. What should the project manager do?

- A. Ask senior management for advice
- B. Audit the communication management plan
- C. Do a Post-project review
- D. Perform inspections and audits

20.项目的状态更新与相关方参与计划不符，项目经理应该怎么做？

- A.请求高级管理层提供建议
- B.审查沟通管理计划
- C.进行项目审查
- D.执行检查和审计

21.After receiving vendor proposals, what should a project manager use to ensure that the lowest price is within the current market range?

- A.Independent estimates
- B.Proposal evaluation techniques
- C.Expert judgment
- D.Analytical techniques

21.收到供应商建议书后，项目经理应使用什么来确保最低报价在当前市场范围内？

- A.独立估算
- B.建议书评价技术
- C.专家判断
- D.分析技术

22.As per the risk management plan, a project manager conducts mitigation strategies for some project risk.However ;one risk has increased its probability and impact,and key deliverables could be compromised.

- A.Include this situation in the project status report.
- B.Define countermeasures to mitigate or remove the risk and communicate the situation to the stakeholders.
- C.Update the project baseline to reflect the impact of this risk.
- D.Update the risk management plan and issue a change request to remove these deliverables from the project.

22.根据风险管理计划，项目经理对一些项目风险执行减轻策略。然而，其中一项风险的发生概率和影响都提高了，且主要可交付成果可能会受到损害。项目经理应该如何解决并沟通这种情况对项目的影响？

- A.在项目状态报告中包含这种情况
- B.定义减轻或消除该风险的对策，并与相关方沟通这种情况
- C.更新项目基准，以反映该风险的影响
- D.更新风险管理计划并签发变更请求，从项目中删除这些可交付成果

23.During a project's risk assessment meeting, the probability of one of the items on the watch list occurring drastically, what should the project manager update first?

- A. Risk management plan
- B. Risk register
- C. Assumptions log
- D. Risk response plan

23.在项目的风险评估会议上，观察清单中的一个风险项发生概率急剧增加。项目经理应首先更新哪一项内容？

- A.风险管理计划

- B.风险登记册
- C.假设日志
- D.风险应对计划

24.Following a project kick-off meeting, a technical expert assigned to project team shows discontent about being selected to work on the project, their attitude is negatively affecting other team members.

What should the project manager do?

- A.Ask the human resource department for a replacement
- B.Attempt to understand the reasons for this technical expert' s attitude .then take further action based on gathered information
- C.Issued a written warning to the technical expert stating that improper behavior will not be intolerable.
- D.Assign the technical expert to a task that avoids interaction with other team members

24.在项目启动大会之后，分配给项目团队的一位技术专家对被选中参与项目工作表示不满，他的态度对其他团队成员造成负面影响。

项目经理应该怎么做？

- A.需要人力资源部门替换该技术专家
- B.尝试了解该技术专家态度的原因，然后根据收集的信息采取进一步的行动
- C.向该技术专家发出书面警告，指明不当行为是不可容忍的
- D.向该技术专家分配避免与其他团队成员互动的任务

25.Some previously unidentified stakeholders report that they have not been kept informed regarding the status of a critical project even though their functional areas are largely impacted . What should the project manager do first?

- A.review project communication methods
- B.check and update the registries of the stakeholders
- C.to determine the status of communication projects
- D.Invites all stakeholders to the State meetings

25.一些之前未识别到的相关方报告说，他们的职能领域受到很大影响，但没有持续通知他们关键项目的状态。项目经理首先应该做什么？

- A.审查项目的沟通方法
- B.检查并更新相关方登记册
- C.确定沟通项目状态的新策略
- D.邀请所有相关方参加状态会议

26.A key project is behind schedule and over the budget. A detailed analysis by the Project Management Office (PMO) reveals that not all key persons are identified and there is no active process to approach and manage these persons. What corrective action should the project manager take?

- A. To improve the Stakeholders' Participation Plan
- B. To view power/interest grid
- C. To control the degree of stakeholders' participation
- D. To update the communication control plan

26. 一个关键项目落后于进度，并超出预算。项目管理办公室(PMO)的详细分析透露，并非所有关键人员都被识别，并且没有积极的过程来接洽和管理这些人员。项目经理应该采取什么纠正措施？

- A. 改进相关方参与计划
- B. 查看权力/利益方格
- C. 控制相关方参与程度
- D. 更新沟通管理计划

27. A project involving team members around the world has led to many different opinions. The new project manager increases productivity by successfully promoting teamwork and problem solving.

What tools and techniques are used by the project manager?

- A. Conflict management
- B. Communication model
- C. Group decision-making techniques
- D. Virtual team

27. 一个项目涉及位于全球各地的团队成员，产生了许多不同意见。新项目经理通过成功促进团队协作和问题解决提高生产力。

项目经理使用的是什么工具和技术？

- A. 冲突管理
- B. 沟通模型
- C. 群体决策技术
- D. 虚拟团队

28. A project has been subcontracted to a bankrupt supplier and the project manager follows the approved action, but a project stakeholder questions whether this action is appropriate.

What documents should the project manager share with the project stakeholder?

- A. Risk Register
- B. Risk Urgency Assessment
- C. Impact Analysis
- D. Qualitative Analysis

28. 一个项目已经分包给破产的供应商，项目经理遵循批准的行动，但是一名项目相关方质疑该行动是否恰当。

项目经理应该向该项目相关方分享什么文件？

- A. 风险登记册
- B. 风险紧迫性评估
- C. 影响分析
- D. 定性分析

29. The Company's new product line will be launched in two months, and 95% of the project tasks have been completed. However, the management decides to terminate the product launch and cancel the project. What should the project manager do next?

- A. To stop all project tasks immediately
- B. To complete the project as per the original plan

- C. To release resources and record the project status
- D. To close the project and update lessons learned

29.公司的新产品系列将在两个月内发布，95%的项目任务均已完成。但是，管理层却决定终止产品发布并取消项目。项目经理下一步该怎么做？

- A.立即停止所有项目任务
- B.按原计划完成项目
- C.释放资源并记录项目状态
- D.收尾项目并更新经验教训

30.Based on the changing legislation, the project team identifies a large number of additional requirements, and the project manager asks the team to submit a change request for each requirement.

What should the project manager do next?

- A. To change scope and benchmark
- B. To review the change control plan and execute it as per this plan
- C. To arrange the Change Control Committee (CCB) meeting to accelerate approval
- D. To submit the time and cost deviation requests to the sponsor

30.基于不断变化的立法，项目团队识别到大量额外的需求，项目经理要求团队针对每个需求提交变更请求。

项目经理下一步应该怎么做？

- A.变更范围和基准
- B.审查变更管理计划，并按该计划执行
- C.安排召开变更控制委员会（CCB）会议，加快批准
- D.向发起人提交时间和成本偏差请求

31.A company plans to introduce a new digital banking solution. At the project kick-off, a key dependency is identified that requires regulatory approval before the product launch. This is added to the Risk Register and is actively monitored by the project manager. Currently, it has not yet been approved by the regulatory authority, which may lead to delay of product rollouts.

How can a project manager mitigate this risk?

- A. To prepare for risk response action
- B. To update and track the risk in the Risk Register
- C. To adjust the project schedule, including emergency response action
- D. To evaluate the possibility of being rejected by the regulatory

31.一家公司计划推出一个新的数字银行解决方案。在项目启动时，识别到一个关键依赖关系，需要在产品推出前获得监管部门的批准。这被添加到风险登记册，并由项目经理积极监控。目前，仍未得到监管部门的批准，这可能会导致产品推出延期。

项目经理如何能够减轻该风险？

- A.准备风险应对措施
- B.在风险登记册中更新并跟踪该风险
- C.调整项目进度计划，包含应急应对措施
- D.评估被监管拒绝的可能性

32.Customer wants to increase the total shareholders' equity and increase their brand awareness in the global market. What is the main objective of the customer?

- A. To improve the overall business support for organizational strategy
- B. To increase the marketing budget
- C. To increase the business value
- D. To increase the market share by reinvesting in other business portfolios

32.客户希望增加股东权益的总和，提高其在全球市场的品牌知名度。客户的主要目标是什么？

- A.为组织战略改善整体业务支持
- B.增加营销预算
- C.提高商业价值
- D.通过重新投资其他业务组合提高市场份额

33.Customer needs the approved product guidelines to implement a completed project solution at a new site. However, the customer cannot implement the solution because the deliverables fail to be executed in accordance with the specifications of the approved requirements.

To avoid this problem, what should the project manager do in advance?

- A. To complete the statistical sampling analysis
- B. To use the quality check
- C. To perform the quality audit
- D. To verify changes

33.客户需要批准的产品指南，以便在新的站点实施已完成的项目解决方案。但是，客户却无法实施解决方案，因为可交付成果不能按照已批准需求的规范执行。

若要避免这个问题，项目经理应该事先做什么？

- A.完成统计抽样分析
- B.应用质量检查
- C.执行质量审计
- D.核实变更

34.A new member joins the team and the team's reporting structure has changed for several times. Which document should the project manager review to quickly get the new team member adapted?

- A. Project Organization Chart
- B. Hierarchical Resources Map
- C. Responsibility Assignment Matrix (RAM)
- D. Resources Control Plan

34.一名新成员加入团队，该团队的报告结构发生多次变更。若要快速使这位新团队成员适应，项目经理应该查阅哪一份文件？

- A.项目组织图
- B.层级资源图
- C.责任分配矩阵(RAM)
- D.资源管理计划

35.A new project will be released using a specific software. At the project kick-off meeting, a

team member remembers the first version of the software tool they used in a previous project, but the software has caused many problems. What should the project manager do next?

- A. The project members explain that since the last project, the technology has changed a lot and no problem will occur in future.
- B. To view lessons learned from previous projects and identify similar risks in new projects
- C. To immediately escalate the potential risks to the project sponsor so that additional funds can be obtained
- D. To close the project and collect lessons learned so that future projects may benefit from the lessons learned

35.某个新项目将使用特定软件发布。在项目启动大会上，一名团队成员记起在之前的一个项目他们已经使用了该软件工具的第一版，但该软件造成许多问题。该项目经理接下来应该怎么做？

- A.项目团队成员解释说，自上一个项目后，技术已经发生了很大变化，以后不会发生问题
- B.查看过往项目的经验教训说明，识别新项目中的类似风险
- C.立即将潜在风险上报给项目发起人，以便能够获得额外的资金
- D.结束项目并收集经验教训，让未来的项目可以从该经验教训中获益

36.A project has cross-project resource use problems and senior management faces the risk of change. Which risk response method should the project manager adopt?

- A. Mitigation
- B. Reporting
- C. Avoidance
- D. Transfer

36.某项目出现跨项目资源使用问题及高层面临变更风险，项目经理应该采用哪种风险应对方法？

- A.减轻
- B.上报
- C.规避
- D.转移

37.After approving the Project Charter, the HR Director requests an increase in the project scope.

A project team member adds these areas without notifying the project manager.

What should the project manager do?

- A. To discuss the issue with the team members
- B. To execute and implement the overall change control process
- C. To seek guidance from the project sponsor
- D. To review the scope change with the Project Management Office (PMO)

37.批准项目章程之后，人力资源总监要求增加项目范围。一名项目团队成员在没有通知项目经理的情况下增加了这些范围。

项目经理应该怎么做？

- A.与该团队成员讨论该问题
- B.执行实施整体变更控制过程
- C.寻求项目发起人的指导
- D.与项目管理办公室(PMO) 一起审查范围变更

38. Although the first two deliverables are complete, the project is cancelled for financial reasons. What should the project manager do?

- A. To explain to the management that the project should continue
- B. To quickly get into the closing stage
- C. To demobilize resources
- D. To analyze the reasons internally and submit relevant recommendations

38. 虽然前两个可交付成果是完整的，但由于财务原因，项目被取消。项目经理应该做？

- A. 向管理层解释项目应该继续下去
- B. 迅速进入收尾阶段
- C. 进行资源遣散
- D. 内部分析原因，并提交相关的建议

39. In order to solve a challenging customer request, a project has kicked off. The project must be delivered in a short time. What should the project manager do to maximize the success rate of the project?

- A. To arrange a procurement meeting to speed up the process of procurement
- B. To report the issue to the project sponsor
- C. To start executing the project activities
- D. To work with the team to develop a detailed plan

39. 为解决具有挑战性的客户请求，启动了一个项目。该项目必须在短时间内交付。项目经理应该怎么做来尽可能提高项目的成功率？

- A. 安排采购会议，加快采购
- B. 将问题上报给项目发起人
- C. 开始执行项目活动
- D. 与团队一起制定详细计划

40. The progress of the project becomes very tight and delayed delivery should be unacceptable. The functional manager requests that a resource be transferred to a project at the higher priority, but the team member is engaged in a critical path activity.

What should the project manager do to avoid negative impacts on the project?

- A. To request the project sponsor to ensure that another resource is provided
- B. To discuss the situation with the functional manager
- C. To modify the schedule to use floating time
- D. To use balance of resources

40. 项目的进度很紧张，延迟交付不可接受。职能经理要求将一名资源调至优先级更高的项目，但是，该团队成员正在从事一个关键路径活动。

若要避免对项目的负面影响，项目经理应该怎么做？

- A. 请求项目发起人确保提供另一名资源
- B. 与职能经理讨论该情形
- C. 修改进度计划以使用浮动时间
- D. 使用资源平衡

41. A project manager is confronted by a steering committee composed of two joint venture

partners with opposing priorities. One partner wants a tighter schedule; the second partner wants superior quality and will accept a longer schedule.

What should the project manager do to address this conflict?

- A. Incorporate the conflict as a risk in the risk management plan
- B. Update the issue log and monitor the resolution of the conflict..
- C. Initiate a new scope definition and negotiate with all project stakeholders.
- D. Include the issue in the quality management plan

41. 项目经理面对一个由两个合资企业组成的指导委员会，他们拥有对立的优先级。一个伙伴希望加快进度；而第二个合作伙伴想要高质量，并且愿意接受更长时间的进度。

若要解决这个冲突，项目经理应该怎么做？

- A. 将该冲突作为一项风险纳入风险管理计划中
- B. 更新问题日志并监督该冲突的解决方案
- C. 启动一个新的范围定义，并与所有项目相关方进行协商
- D. 将该问题包含在质量管理计划中

42. A project manager assumes a project during its planning phase. The project manager must quickly identify which stakeholders require the most attention.

Where can the project manager find this information?

- A. Stakeholder management plan
- B. Stakeholder register
- C. Responsible accountable, consult and inform (RAC) chart
- D. Issue log

42. 项目经理负责管理一个项目，该项目正处于规划阶段。项目经理必须快速识别哪些项目相关方需要最多关注。

项目经理可以从哪里找到这个信息？

- A. 相关方参与计划
- B. 相关方登记册
- C. 执行、负责、咨询和知情(RACI)矩阵
- D. 问题日志

43. The project is about to complete an important phase, the project manager is obtaining resources to kick off the next phase, at the closing of the preparation phase, the project manager reviews the performance measurement indicators and finds unexplained changes. What should the project manager do?

- A. To check the knowledge base of the previous project
- B. To perform cause-effect analysis at lessons learned
- C. To review measurement metrics at the team meeting
- D. To compare the Work Breakdown Structure (WBS) and actual deliverables

43. 项目即将完成一个重要阶段，项目经理正在获得资源开始下一个阶段，在准备阶段收尾时，项目经理评审了绩效测量指标，发现不明原因的变化。项目经理应该怎么做？

- A. 检查之前项目的知识库
- B. 在经验教训会上进行因果分析
- C. 在团队会议上评审测量指标
- D. 将工作分解结构（WBS）与实际可交付成果对比

44.The project manager resigns from a project that meets the schedule and budget. After hiring an alternative new project manager, the team is opposed to the comments from the new project manager. Which of the following development stages does the team have?

- A. Forming
- B. Specification
- C. Mature stage
- D. Storming

44.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

45.The project manager has learned that a software can improve the efficiency of current and future project tasks. Because the software is fresh to the Company, the engineer is not familiar with the software. The project manager decides to send the highest level engineer to attend the external training course.

What kind of risk strategies does the project manager use?

- A. Mitigation
- B. Enhancement
- C. Development
- D. Sharing

45.项目经理得知一款软件可以提高当前和未来项目任务的效率，由于这款软件对公司来说是新软件，工程师不熟悉该软件。项目经理决定派遣最高级别工程师参加外部培训课程。项目经理采用了何种风险策略？

- A.减轻
- B.增强
- C.开拓
- D.分享

46.After the project manager defines the project scope, the team members expresses dissatisfaction with the project requirements. They request for reviewing the scope statement to analyze the risks and further clarify the scope. What should the project manager do?

- A. To ignore the request and instruct the team to maintain the defined scope
- B. To hold guided seminars with the team members
- C. To request the team members to create an Affinity Diagram
- D. To request the team members to hold a brainstorming session

46.项目经理定义项目范围后，团队成员对项目需求表示不满。他们要求审查范围说明书来分析风险，并进一步澄清范围。项目经理应该怎么做？

- A.忽略该请求，并指示团队保持已定义的范围
- B.与团队成员召开引导式研讨会
- C.要求团队成员创建一份亲和图
- D.要求团队成员召开头脑风暴会议

47.The project manager finds that the Company's quality assurance (QA) Department may not have enough personnel to test the project product according to the contracted schedule. What should the project manager do first?

- A. To review the Problem Log
- B. To update the Risk Register
- C. To cancel certain non-critical tests
- D. To compress the schedule

47.项目经理发现公司的质量保证（QA）部门可能没有足够的人员根据合同约定的进度计划测试项目产品。项目经理首先应该怎么做？

- A.审查问题日志
- B.更新风险登记册
- C.取消一些非关键测试
- D.压缩进度计划

48.The project manager is responsible for installation and trial run of a new production facility. A new production line is ready for trial run and is under the pilot production. What tools or techniques should the project manager use to ensure that the production line operates in accordance with technical specifications?

- A. Benchmarking
- B. Control Chart
- C. Inspection
- D. Flow Chart

48.项目经理负责安装和调试一个新的生产设施。一条新的生产线已准备好调试，且正在进行试生产。若要确保生产线的运行符合技术规范，项目经理应使用什么工具或技术？

- A.标杆对照
- B.控制图
- C.检查
- D.流程图

49.The project manager is responsible for managing a project that is expected to implement a new technology. To identify the risks associated with the project, the project manager can use the following as a tool, except_____.

- A. Brainstorming
- B. Project Management Plan
- C. Experts' judgment
- D. Guiding

49.项目经理负责管理一个项目，该项目将实施一项新技术。若要识别与项目相关的风险，项目经理可以使用如下各项作为工具，除了_____。

- A.头脑风暴
- B.项目管理计划
- C.专家判断
- D.引导

50.The project manager is responsible for managing an ongoing project with quality problems.

Team members consider that quality assurance does not add any value to the project.

What should the project manager do?

- A. To revise the project management plan
- B. To revise the quality control plan
- C. To perform root cause analysis
- D. To control quality measurement indicators

50.项目经理负责管理一个正在进行的项目，该项目存在质量问题。团队成员认为质量保证对项目没有增加任何价值。

此时项目经理应该怎么做？

- A.修订项目管理计划
- B.修订质量管理计划
- C.执行根本原因分析
- D.控制质量测量指标

51.The project manager observes that the project team members have little confidence at the start of the project. At the kick-off Meeting, the benefits of holding a brainstorming session between the project manager and team members are:

- A. To push the fault-finders to leave
- B. To instill confidence in team members
- C. To identify risks from the start
- D. To facilitate communication

51.项目经理观察到项目团队成员在项目开始时感觉没什么信心。在项目启动会议(Kick-Off Meeting)上，项目经理与团队成员进行头脑风暴的好处是：

- A.让消极者离开
- B.为团队成员灌输信心
- C.从一开始就识别风险
- D.帮助沟通

52.The project manager joins a project, but the project team lacks the necessary skills to create a key deliverable. What should the project manager do?

- A. To assign the deliverables to a team member who is capable of learning new skills
- B. To negotiate with the project sponsor to hire external resources with the necessary skills
- C. To terminate the project execution until the necessary resources appear
- D. To include training as part of the project works in the project management plan

52.项目经理加入一个项目，但项目团队缺乏必要的技能，来产生一个关键可交付成果。项目经理应该怎么做？

- A.将该可交付成果分配给一名拥有学习新技能能力的团队成员
- B.与项目发起人协商，聘请拥有必要技能的外部资源
- C.终止执行项目，直到必要的资源出现
- D.将培训作为项目管理计划中项目工作的组成部分

53.The project manager joins a project approaching the completion of the design phase. Although the customer has approved all the design drawings, the project manager has identified several customer changes included in the final design. Such changes have not yet been reviewed

and approved.

What should the project manager do next?

- A. To ask the customer to submit the change request record for these changes
- B. To submit to CCB for change approval
- C. To modify the change control process with stakeholders
- D. To stop all works and mitigate the impact of these changes on cost, time and quality

53.项目经理加入一个设计阶段接近完成的项目。虽然客户已经批准所有设计图纸，但项目经理发现包含在最终设计中的多项客户变更。这些变更尚未经过审核和批准。

项目经理下一步应该怎么做？

- A.让客户提交变更请求记录这些变更
- B.提交 CCB 进行变更审批
- C.与相关方修改变更管理流程
- D.停止所有工作，减轻这些变更对成本、时间和质量的影响

54.The project manager completes the planning process for a new product development project. What is the last important milestone that needs to be completed before proceeding with the execution process?

- A. To finalize the Project Charter
- B. To receive project funds for the project implementation
- C. To seek approval from the sponsor and stakeholders
- D. To execute stakeholders' management strategies

54.项目经理完成了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

55.Project manager needs to recruit team members from different functional managers. What should the project manager use?

- A. Resource Calendar
- B. Negotiation
- C. Recruitment
- D. Skills Diagram

55.项目经理需要从不同职能经理那里招募团队成员。项目经理应使用什么？

- A.资源日历
- B.协商
- C.募集
- D.技能图

56.The project manager needs to quickly approve the project plan. In order to estimate the time required for approval, the project manager must decide which approvers may pay special attention.

Which of the following items will help the project manager decide this?

- A. To check performance report
- B. To perform correlation analysis
- C. To use analysis technology
- D. PTo participate in observation and dialogue

56.项目经理需要快速批准项目计划，为了估算获得批准所需的时间，项目经理必须决定哪些批准人可能需要特别注意。

下面哪一项将帮助项目经理决定这个问题？

- A.检查绩效报告
- B.执行相关方分析
- C.应用分析技术
- D.参与观察和对话

57.Which tool or technology should the project manager use to perform qualitative risk analysis?

- A. Probability distribution
- B. Decision tree analysis
- C. Probability and impact matrix
- D. Cost risk simulation

57.项目经理应该使用哪一项工具或技术来执行定性风险分析？

- A.概率分布
- B.决策树分析
- C.概率和影响矩阵
- D.成本风险模拟

58.Where should the project manager archive all relevant project documents and lessons learned?

- A. Work authorization system
- B. Project Management Information System (PMIS)
- C. Project Data Management System
- D. Configuration Management System

58.项目经理应在哪里存档所有相关项目文件和经验教训？

- A.工作授权系统
- B.项目管理信息系统（PMIS）
- C.项目数据管理系统
- D.配置管理系统

59.Project manager has difficulty in managing the customer expectations and in guiding the achievement of project goals. To solve these problems, where should project managers record the high-level customer needs?

- A. Project Charter
- B. Work Breakdown Structure (WBS)
- C. Requirements Management Plan
- D. Stakeholders' management plan

59.项目经理在管理客户期望以及指导实现项目目标方面有困难。若要解决这些问题，项目经理应将客户的高层次需求记录在哪里？

- A.项目章程
- B.工作分解结构（WBS）
- C.需求管理计划
- D.相关方管理计划

60.The project manager holds a group seminar to discuss the quality control plan. Three team members consider that quality assurance could not add value to the project.

What should the project manager do?

- A. To introduce these team members to the sponsor for clarification
- B. To assess the performance of quality assurance
- C. To remind these team members that quality assurance can reduce project costs
- D. To send these team members to participate in the quality control training

60.项目经理召开团队研讨会，讨论质量管理计划。三名团队成员认为质量保证无法为项目增值。

项目经理应该怎么做？

- A.将这些团队成员介绍给发起人进行澄清
- B.评估质量保证的绩效
- C.提醒这些团队成员，执行质量保证可以降低项目成本
- D.派这些团队成员参加质量管理培训

61.The project manager is discussing the Project Charter with a colleague who acknowledges that the Charter is not used. In order to explain to colleagues the importance of the Project Charter, the project manager indicates that the Project Charter is important because the approval of the project charter means?

- A. The startup phase can begin
- B. The implementation phase begins formally
- C. Formal approval of the detailed requirements list
- D. Formal authorization of the project

61.项目经理正与一名承认未使用章程的同事讨论项目章程。为了向同事说明项目章程的重要性，项目经理表明项目章程很重要，因为项目章程的批准即意味着下列哪一项？

- A.启动阶段可以开始
- B.执行阶段正式开始
- C.详细需求清单的正式批准
- D.项目的正式授权

62.The project manager is implementing a project with tight budget. What should the project manager use to develop the Project Charter to ensure the success of the project?

- A. Lessons learned
- B. Quality control indicators
- C. Strategic plan
- D. Cost baseline

62.项目经理正在实施一个预算紧张的项目，为确保项目成功，项目经理在制定项目章程时应使用什么？

- A.经验教训

- B.质量测量指标
- C.战略规划
- D.成本基准

63.The project manager is developing a quality control plan. To solve quality-related problems, the Company wants to use the seven basic quality tools of the Program-Do-Check-Action (PDCA) cycle.

Which tool should be included?

- A. Experimental design
- B. Cost-benefit analysis
- C. Benchmarking
- D. Cause-effect diagram

63.项目经理正在制定质量管理计划。为了解决质量相关问题，公司希望使用计划-实施-检查-行动（PDCA）周期的七个基本质量工具。

应将哪个工具包含在内？

- A.实验设计
- B.成本效益分析
- C.标杆对照
- D.因果图

64.The project manager indicates that a team member in another location always missed the deadline. Since this will affect the progress of the project, what should the project manager do?

- A. To reassign the member's work to a local member
- B. To consider contracting the member's work to a local supplier
- C. To manage the project without this member and mark this as the project stakeholders ' risk
- D. To communicate with the member to understand the situation and provide guidance and support

64.项目经理指出，一名位于另一个地点的团队成员总是错过最后期限。由于这会影响到项目进度，项目经理应该怎么做？

- A.将该团队成员的工作重新分配给本地成员
- B.考虑将该成员的工作承包给本地供应商
- C.管理没有该成员的项目，并将此标记为项目相关方的风险
- D.与该成员沟通，了解其情况，并提供指导和支持

65.The project auditor wants to verify that there is a cost-benefit analysis that justifies the project. What documents should they review first?

- A. Project request
- B. Project Charter
- C. Purchase Contract
- D. Staffing Management Plan

65.项目审计员希望核实是否具有能证明项目合理性的成本效益分析。他们首先应该审查什么文件？

- A.项目请求

- B.项目章程
- C.采购合同
- D.人员配备管理计划

66.At the project closing, the project manager reviews the closing information of the previous phase and has verified that all project works are completed. What else does the project manager need to do?

- A. To gather the team and recognize their efforts in the project
- B. To notify the project sponsor that the project has been closed
- C. To update lessons learned in organizing the process assets
- D. To perform deviation analysis

66.项目收尾时，项目经理审查上一个阶段收尾信息，已验证所有项目工作是否完成。项目经理还需要做什么？

- A.集合团队，认可他们对项目付出的努力
- B.通知项目发起人项目已收尾
- C.在组织过程资产中更新经验教训
- D.执行偏差分析

67.Project team members will be rewarded for outstanding work and meeting project cost objectives. Senior manager asks the project manager about the availability and travel preferences of team members. Where can the project manager find the definition criteria and frequency of this award?

- A. Responsibility Assignment Matrix (RAM)
- B. Project Management Plan
- C. Staff Dissolution Plan
- D. Resources Control Plan

67.项目团队成员将因杰出工作和满足项目成本目标而获得奖励，高级经理向项目经理询问团队成员可用性和旅行偏好，项目经理可以在哪里获得此奖励的定义标准和频率？

- A.责任分配矩阵（RAM）
- B.项目管理计划
- C.人员解散计划
- D.资源管理计划

68.After the project is completed, the project manager finds that some team members are still engaged in project activities. To avoid this problem, what should the project manager do first?

- A. To develop effective steps of collecting lessons learned
- B. To close the project
- C. To finish the procurement process
- D. To develop an effective risk response strategy

68.项目完成后，项目经理发现一些团队成员仍在从事项目活动。若要避免这个问题，项目经理应该先做什么？

- A.制定有效的经验教训收集步骤
- B.对项目进行收尾
- C.结束采购

D.制定有效的风险应对策略

69.A new project manager who is not familiar with the financial sector is responsible for managing a financial project in a weak matrix organization. The Company's subject matter experts (SMEs) cannot provide assistance due to other functions.

What should the project manager do during the startup phase?

- A. To meet with the functional manager to develop an implementation plan
- B. To request for budget increase so that external financial experts can be hired
- C. To review the organization's knowledge base
- D. To consider attending the financial training course to improve knowledge

69.一个不熟悉财务领域的新项目经理，在一个弱矩阵型组织中负责管理一个财务项目，公司的主题专家（SMEs）由于忙于其他职能而无法提供协助。

项目经理应该在启动阶段怎么做？

- A.与职能经理一起开会，制定一份实施计划
- B.要求增加预算，以便可以聘请外部财务专家
- C.审查组织知识库
- D.考虑参加一个提高知识水平的财务培训课程

70.The project manager of a large real estate development project unexpectedly leaves the Company and a new project manager has been appointed. The schedule is only affected by one month. What risk response strategy is used here?

- A. Transfer
- B. Mitigation
- C. Avoidance
- D. Accept

ance

70.一个大型房地产开发项目的项目经理意外离职，任命了新项目经理，进度计划仅受到了一个月的影响。这使用的是什么风险应对策略？

- A.转移
- B.减轻
- C.回避
- D.接受

71.The Project Charter for software development project has been approved and the project manager convenes a meeting to prepare the project management plan. The project manager gets informed that the development team members are confused about their roles and responsibilities.

To avoid this problem, what should the project manager do in advance?

- A. To create the Register of Stakeholders
- B. To share the Work Breakdown Structure (WBS)
- C. To review the communication control plan
- D. To develop a resources control plan

71.一个软件开发项目的项目章程已获批准，项目经理召集会议准备项目管理计划。项目经理得知开发团队成员对他们的角色和职责感到困惑。

若要避免这个问题，项目经理应该事先做什么？

- A. 创建一份相关方登记册
- B. 分享工作分解结构（WBS）
- C. 审查沟通管理计划
- D. 制定资源管理计划

72.The project manager on a project is replaced, and the new project manager identified that the project is over the budget and falls behind the schedule. What should the new project manager do first?

- A. To request the project sponsor to increase budget and extend schedule
- B. To seek approval from the project sponsor and reorganize the team
- C. To narrow the scope of the project to meet the original budget and schedule
- D. To identify areas of improvement and strengthen supervision

72. 一个项目的项目经理被替换，新的项目经理识别到项目超出预算并落后于进度计划。新项目经理首先应该做什么？

- A. 要求项目发起人增加预算并延长进度计划
- B. 获得项目发起人的批准，重新组织团队
- C. 减少项目范围以满足原始预算和进度计划
- D. 识别改进领域和加强监督

73.A new government regulation will require changes to a product under development. The project team revises the project management plan at the start of the project to implement new requirements rather than add requirements later. What type of change request should be used?

- A. Corrective action
- B. Active action
- C. Preventive action
- D. Update action

73. 一个新的政府法规将要求对一个处于开发阶段的产品进行变更。项目团队在项目开始时修订项目管理计划用以实施新的需求，而非在后期添加需求。这应该使用什么类型的变更请求？

- A. 纠正措施
- B. 主动措施
- C. 预防措施
- D. 更新措施

74.A demanding project stakeholder insists on increasing the project requirements. The project manager wants to meet this request, but many of these requirements are out of budget and inconsistent with business requirements.

What should the project manager do?

- A. To only approve the requests that meet the budget and are consistent with business requirements
- B. To submit the requests to the Change Control Board (CCB)
- C. To hold a meeting with the project sponsor to review and approve the request according to the statement of project scope

D. To reject the requests and notify the project stakeholders

74. 一个严苛的项目相关方坚持要增加项目需求。项目经理希望满足该请求，但是许多需求超出预算并与商业要求不一致。

项目经理应该怎么做？

- A. 仅批准符合预算并与商业需求一致的请求
- B. 将请求提交给变更控制委员会（CCB）
- C. 与项目发起人开会，根据项目范围说明书评审并批准请求
- D. 拒绝请求，并通知项目相关方

75. A business case for a solution to replace an outdated transaction processing system has been approved. However, the budget is limited to online transactions. In which document should this information be recorded?

- A. Project Management Plan
- B. Project Charter
- C. Cost Control Plan
- D. Problem log

75. 一个用于替换过时交易处理系统的解决方案的商业论证已获得批准。然而，预算仅限于在线交易，这项信息应记录在哪一项文件中？

- A. 项目管理计划
- B. 项目章程
- C. 成本管理计划
- D. 问题日志

76. A key project stakeholder withdraws financial support for the project. The project is currently underfunded and may be cancelled. What should the project manager do?

- A. To hold a meeting with the project stakeholders to identify the reason for withdrawing financial support
- B. To brainstorm cost savings solution with the team
- C. To find new project stakeholders who are willing to provide financial support
- D. To hold a meeting with the project sponsor, it is recommended to cancel project

76. 一名关键项目相关方撤回对项目的财务支持。项目现在资金不足，可能会取消，项目经理应该怎么做？

- A. 与该项目相关方开会，确定撤回财务支持的原因
- B. 与团队一起头脑风暴成本节约方案
- C. 寻找愿意提供财务支持的新项目相关方
- D. 与项目发起人开会，建议取消项目

77. A key project stakeholder informs the project manager that a project less than \$1 million does not require formal approval. What should the project manager do next?

- A. To continue to execute the project without formal approval
- B. To request feedback from the project sponsor and obtain written approval to continue execution
- C. To update the Project Charter without formal approval and continue to execute the project
- D. To notify the Project Management Office (PMO) that no formal approval is required and the

project should continue to be implemented

77. 一名关键项目相关方通知项目经理，项目价值低于 100 万美元的项目不需要正式批准。项目经理下一步应该怎么做？

- A. 在没有正式批准的情况下继续执行项目
- B. 要求获得项目发起人的反馈，并获得书面批准继续执行
- C. 更新项目章程说明无须正式批准，并继续执行项目
- D. 通知项目管理办公室(PMO)无须正式批准，并继续执行项目

78. An influential project stakeholder directly asks the project team to add product features, and the team also meets this requirement, and the project manager is informed of these changes at the project status meeting.

Since the changes lead to cost overruns, what should the project manager do first?

- A. To use the contingency reserve to pay additional costs and keep the stakeholders involved in the project
- B. To ask the stakeholder to submit a change request for approval
- C. To update the statement of project scope with new features
- D. To discuss the situation with the project sponsor

78. 一名有影响力的项目相关方直接要求项目团队添加产品功能，而团队也遵守该要求，项目经理在项目状态会议上获悉这些变更。

由于这些变更导致成本超支，项目经理首先应该怎么做？

- A. 使用应急储备支付额外成本，保持该项目相关方的参与
- B. 要求该相关方提交变更请求供批准
- C. 更新范围说明书，包含新的功能
- D. 与项目发起人讨论该情况

79. Due to lack of supplier support, a workaround to replace an external software module with an internal module is implemented. What should the project manager do as there is no planned date replied by the supplier?

- A. To wait for the supplier's response and report the issue to the project sponsor
- B. To submit the workaround as a change request to the Change Control Board (CCB)
- C. To follow the scope control plan
- D. To update the Problem Log

79. 由于缺乏供应商支持，实施了一个外部软件模块替换成内部模块的权变措施。由于没有供应商答复的计划日期，项目经理应该怎么做？

- A. 等待供应商的答复，并将该问题上报给项目发起人
- B. 将该权变措施作为一项变更请求提交给变更控制委员会（CCB）
- C. 遵循范围管理计划
- D. 更新问题日志

80. When the Project Charter is prepared for approval, the project manager finds that there are conflicts between the two stakeholders concerning the expectations of key deliverables. What should the project manager do first to resolve the expected conflicts and complete the Project Charter?

- A. To hold a problem solving meeting with key stakeholders

- B. To report the issue to the Project Sponsor
- C. To use experts' judgement to determine deliverables
- D. To reduce deliverables in the Charter for later definition

80.在编制项目章程用于批准时，项目经理发现有两名相关方对关键可交付成果的期望有冲突。若要解决期望冲突问题并完成项目章程，项目经理应该首先做什么？

- A.与关键相关方一起召开一个问题解决会
- B.将该问题上报给项目发起人
- C.使用专家判断来决定可交付成果
- D.在章程中减少可交付成果用于后期定义

81.During the procurement process review, the project manager finds that the implementation cost has increased by 6% since the project is launched, and a change request is approved to reduce the project task to meet the budget.

Which project management plan element should the project manager update?

- A. Procurement Management Plan
- B. Change Control Plan
- C. Scope Control Plan
- D. Risk Control Plan

81.在采购过程评审期间，项目经理发现，自项目启动以来，实施成本增加了 6%，为了减少项目工作来满足预算，批准了一项变更请求。

项目经理应更新哪一个项目管理计划要素？

- A.采购管理计划
- B.变更管理计划
- C.范围管理计划
- D.风险管理计划

82.When testing a new network infrastructure, the supplier finds that a component must be upgraded due to potential hardware defect. What should the project manager do to ensure that the team is effectively involved in the project?

- A. To generate a change request
- B. To perform the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- C. Update Responsible, Accountable, Consulted, and Informed (RACI) Matrix
- D. To revise the Register of Stakeholders

82.在测试新的网络基础设施时，供应商发现由于存在潜在硬件缺陷，一个组件必须升级。为确保团队有效参与项目，项目经理应该怎么做？

- A.生成变更请求
- B.执行优势、劣势、机会与威胁（SWOT）分析
- C.更新执行、负责、咨询和知情（RACI）矩阵
- D.修订相关方登记册

83.A failure is reported after the third-party supplier delivers the project components, the project manager applies the contingency plan with the support of the supplier. What should the project manager do to ensure the effectiveness of the risk response?

- A. To update the Risk Register

- B. To conduct risk audit
- C. To update the Statement of Work (SOW), including this response
- D. To perform the supplier performance reassessment

83.在第三方供应商交付项目组件后报告发生故障，项目经理在供应商的支持下应用应急计划。为了确保风险应对措施的有效性，项目经理应该怎么做？

- A.更新风险登记册
- B.开展风险审计
- C.更新工作说明书（SOW），包含该应对措施
- D.执行供应商绩效再评估

84.During the risk control planning process, the project team decides to outsource a key service and sign a service level agreement (SLA) with the supplier. Which risk response strategy does the project team use?

- A. Avoidance
- B. Mitigation
- C. Acceptance
- D. Transfer

84.在风险管理规划期间，项目团队决定外包一项关键服务，并与供应商签订了服务水平协议(SLA),项目团队使用的是哪一项风险应对策略？

- A.回避
- B.减轻
- C.接收
- D.转移

85.On the last day of development, the project leader of the software development team announces that an unexpected power outage could result in an extension. Due to limited testing time, there is a heated discussion between the software development director and the test supervisor. Which of the following conflict resolution techniques will provide a long-term solution?

- A. Compromise/Mediation
- B. Cooperation/Problem solving
- C. Mitigation/Inclusion
- D. Forcing/Commanding

85.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

86.At the end of the development phase, a key developer wants to resign due to heavy workloads, but the developer's expertise is critical during the user acceptance testing and trial run.

What should the project manager do?

- A. To view the Resource Calendar for resource balancing opportunities
- B. To require the HR Department to replace the developer
- C. To report the issue to the developer's line manager
- D. To report the issue to the Project Management Office (PMO)

86.在开发阶段结束时，一名关键开发人员因工作量繁重而想要辞职，但是，该开发人员的专业知识在用户验收测试和调试期间至关重要。

项目经理应该怎么做？

- A.查看资源日历，以获取资源平衡机会
- B.要求人力资源部门替换该开发人员
- C.将该问题上报给开发人员的直线经理
- D.将该问题上报给项目管理办公室(PMO)

87.After identifying five stakeholders besides the project manager, the project manager now needs to determine the complexity of the project communication, how many potential communication channels are there?

- A.20
- B.15
- C.10
- D.5

87.在识别除项目经理之外的五名相关方之后，项目经理现在需要确定项目沟通的复杂性，潜在沟通渠道有多少？

- A.20
- B. 15
- C. 10
- D. 5

88.During the testing phase of a US\$2 million project, the team discovers several defects. Since deadlines are tight, team members acknowledge that they may be unable to fix all of the defects.

What tool or technique should the project manager use to identify where efforts should be concentrated?

- A. Pareto diagram
- B. Matrix diagram
- C. Scatter diagram
- D. Expert judgement

88.在一个价值 200 万美元项目的测试阶段，团队发现了一些缺陷。由于截止日期很紧，团队成员承认他们可能无法修复所有缺陷。

若要确定应集中哪些工作，项目经理应该使用什么工具或技术？

- A.帕累托图
- B.矩阵图
- C.散点图
- D.专家判断

89. In the course of project execution, the project manager finds that the supplied materials are late to arrive and in some cases are incorrect. What should the project manager do?

- A. To update the quality plan
- B. To refuse to pay the supplier
- C. To perform the risk analysis
- D. To modify the project schedule

89. 在项目执行过程中，项目经理发现供应的材料晚到，且在某些情况下还不正确。项目经理应该怎么做？

- A. 更新质量计划
- B. 拒绝向供应商付款
- C. 执行风险分析
- D. 修改项目进度计划

90. In the project implementation phase, the project manager finds a work package missing in the work breakdown structure (WBS). What should the project manager do?

- A. To compress the schedule to accommodate the extra workload from the work package
- B. To update project schedule and human resources plan
- C. To analyze the impact and the changes that will be taken when the project is back on track
- D. To add the missing work package to WBS

90. 在项目执行阶段，项目经理发现工作分解结构（WBS）中遗漏一个工作包。项目经理应该怎么做？

- A. 压缩进度计划以适应来自该工作包的额外工作量
- B. 更新项目进度计划和人力资源计划
- C. 分析影响以及让项目回到正轨将要采取的变更
- D. 将遗漏的工作包增加到 WBS

91. During the project implementation, a team member identifies a new requirement from a functional manager who was not previously identified as a project stakeholder. What should the project manager do?

- A. To hold a meeting with the project sponsor to get feedback
- B. To launch the implementation of the overall change control process
- C. To perform cost-benefit analysis of the requirement execution
- D. To add the functional manager to the communication management plan

91. 在项目执行期间，一名团队成员识别到以前未被识别为项目相关方的职能经理提交了新需求。项目经理应该怎么做？

- A. 与项目发起人开会，获得反馈
- B. 启动实施整体变更控制过程
- C. 对需求执行成本效益分析
- D. 将该职能经理添加进沟通管理计划

92. During the project implementation, an external stakeholder is opposed to a major scope change. Unless the stakeholder's decision is reassessed, the project progress will be impacted. What should the project manager do next?

- A. To review the stakeholder's effort for the plan to assess the impact

- B. To request the project sponsor to solve the problem encountered by the stakeholder
- C. To revise the budget to reflect the cost of the alternative
- D. To investigate the reason behind the opposition

92. 在项目执行期间，一名外部相关方反对一项重大范围变更。除非重新评估相关方的决定，否则项目进展将受到影响。项目经理下一步该怎么做？

- A. 审查相关方争取计划评估影响
- B. 请求项目发起人解决相关方的问题
- C. 修订预算，反映可选方案的成本
- D. 调查相关方反对背后的理由

93. During the start of the new project, the production manager refuses to accept the approved Charter because the project would require the procurement of new equipment. However, the project manager informs the project sponsor that the Charter fails to include equipment procurement due to the absence of the production manager.

What should the project manager do next?

- A. To review the concerns of the production manager with customer
- B. To record the concerns of the production manager and get their support after the project kick-off meeting
- C. To conduct another cost-benefit analysis, including feedback from the production managers
- D. To explain to the production manager that the equipment will not affect the business value of the project.

93. 在新项目启动会议期间，因为项目将需要采购新设备，生产经理拒绝接受批准的章程，然而，项目经理通知项目发起人，由于生产经理缺席，章程未能包括设备采购。项目经理下一步应该怎么做？

- A. 与客户一起审查生产经理关切的问题
- B. 记录生产经理关切的问题，并在项目启动大会之后获得他们的支持
- C. 开展另一项成本效益分析，包括生产经理的反馈
- D. 向生产经理解释设备成本不会影响项目业务价值

94. The project manager performing quality control wants to know if one variable will affect another. What basic quality tools should the project manager use to determine the problem?

- A. Scatter Diagram
- B. Control Chart
- C. Pareto Chart
- D. Flow Chart

94. 执行质量控制的项目经理希望了解一个变量是否会对另一个变量产生影响，项目经理应该使用什么基本质量工具来确定这个问题？

- A. 散点图
- B. 控制图
- C. 帕累托图
- D. 流程图

95. Quality inspection reveals a manufacturing defect. To continue the project, the project manager must quickly determine the underlying cause. Which type of analysis can be used to

accomplish this?

- A. Pareto Chart
- B. Trends
- C. Strengths, Weaknesses, Opportunities and Threats (SWOT)
- D. Root Cause

95. 质量检查揭示了一个制造缺陷。若要继续该项目，项目经理必须快速确定深层原因。可以使用什么类型的分析来完成这项工作？

- A. 帕累托图
- B. 趋势
- C. 优势、劣势、机会与威胁（SWOT）
- D. 根本原因

96. Important materials require transportation suppliers. If these materials are not delivered on time, the project budget will be severely affected. To reduce this risk, the project manager has subscribed insurance. Which negative risk strategy does the project manager use?

- A. Avoidance
- B. Acceptance
- C. Mitigation
- D. Transfer

96. 重要材料需要运输供应商。如果该材料不能按时交付，项目预算将严重受到影响。为降低这个风险，项目经理购买了保险。项目经理采用了哪一种消极风险策略？

- A. 规避
- B. 接受
- C. 减轻
- D. 转移

97. The organization requires the project manager to develop a risk response strategy to cover all critical risks. The ratings distribution is as follows:

The project manager identifies the following project risks:

For which risk should the project manager develop?

- A. 1
- B. 2
- C. 3
- D. 4

97. 组织要求项目经理为所有关键风险制定风险应对策略，评级分布如下：

关键评级	风险>0.20
中等级级	$0.1 \leq \text{风险} \leq 0.20$
低评级	风险<0.1

项目经理识别了以下项目风险：

风险	概率	影响
1	0.9	0.2
2	0.4	0.5
3	0.2	0.2

4	0.7	0.3
---	-----	-----

项目经理应为哪一个风险制定应对策略？

- A.1
- B.2
- C.3
- D.4

98.A meeting to present, discuss, and approve the project management plan is scheduled for tomorrow but a project sponsor is suddenly unavailable for another week. To prevent a delay in the project's start, what should the project manager do?

- A. Continue with the meeting as scheduled, and execute the project based only on the remaining project sponsors input.
- B. Reschedule the meeting for a date when all project sponsors are available.
- C. Continue with the meeting as scheduled, and then send the meeting minutes to the absent sponsor requesting immediate feedback.
- D. Discuss the issue with the other project sponsors.

98.提交、讨论并批准项目管理计划的会议计划将于明天举行，但一个项目发起人突然在未来一周内都没有空。若要防止项目启动延迟，项目经理应该怎么做？

- A. 继续按计划开会，并仅根据其余项目发起人的意见执行项目
- B. 将会议重新安排在所有项目发起人都有空的日期举行
- C. 继续按计划开会，然后将会议记录发送给缺席的发起人并要求即时反馈
- D. 与其他项目发起人讨论该问题

99. After the customer accepts the project deliverable, the project manager begins archiving the project documents. Meanwhile the project manager is assigned to a new, highly visible project before closure of the earlier project is complete.

What should the project manager do?

- A. Complete the company's minimum records retention requirements
- B. Start working on the new project
- C. Consult with stakeholders from the earlier project
- D. Close the project according to the project management plan

99. 在客户验收项目可交付成果后，项目经理开始存档项目文件。同时，在完成前一个项目的收尾工作之前，项目经理被任命管理一个新的、引人注目的项目。

项目经理应该怎么做？

- A. 完成公司的最低记录保存要求
- B. 开始在新项目上工作
- C. 与前一个项目的相关方商量
- D. 按照项目管理计划进行项目收尾

100. After preparing the work breakdown structure (WBS), the project manager is ready to assign tasks areas to project team members. Subsequently, the project sponsor asks to add requirements that the team feels are unattainable.

What should the project manager do next?

- A. Collect requirements, and conduct a team brainstorming session,

- B. Using expert judgment to adjust the WBS based off the new requirements.
- C. Review the project scope and resources to assess the feasibility of satisfying the request.
- D. Evaluate the impact of the request on the project scope, schedule, and budget.

100. 在准备工作分解结构(WBS)之后, 项目经理准备将任务区分配给项目团队成员。随后, 项目发起人要求增加团队认为无法实现的需求。

项目经理下一步应该怎么做?

- A. 收集需求, 并召开团队头脑风暴会议
- B. 根据新的需求使用专家判断来调整 WBS
- C. 审查项目范围和资源, 来评估满足该请求的可行性
- D. 评估该请求对项目范围、进度计划和预算影响

