

2.As PM, what is your first step to ensure that your planned riskresponses will be costed and scheduled?

- A. Gain project sponsor approval for responses
- B. Gain Management Approval for responses
- C.Include them in Communications Plan
- D. Include them in project scope

正确答案: D

3. An example of a project change initiated by inadequately defined stakeholder requirement definition would be:

- A. Changes to scope due to quality issues needing rectification
- B. Changes to scope due to differences found in assumedvs actual environmental conditions
- C. Changes in schedule from delayed deliveries
- D. Changes in scope due to performance issues

正确答案: D

4、 A PM should not agree to a proposed change until?

- A the change is removed from the critical path
- B its full effect on project priorities has been determined and communicate torelevant stakeholders
- C. the sponsor accepts all risks associated with the change
- D, the customer agrees to pay for all associated costs

正确答案: C

5、 Actual Cost is a measure of:

- A. The amount of budget surplus or deficit at a given time
- B. Cost performance
- C. Authorised budget assigned to scheduled work
- D The realised cost incurred for the work performed

正确答案:D

6、 A variable price procurement contract can be useful to:

- A. Ensure any change to scope is funded by supplier
- B. Share opportunity associated with controlling costs with the supplier
- C. Reduce overhead costs
- D, Transfer risks associated with controlling costs to the customer

正确答案: B

7、 Activities are used to.

- A. assist in cost & duration estimation of individual Work Packages in the WBS
- B. define Hierarchy in a WBS
- C. define the bottom level of the WBS
- D, define Scope in a WBS

正确答案: A

8、A correct statement on a work package within a WBS is.

- A. Activities under each Work Package form the lowest level of the WBS
- B. Work Packages form the lowest level of the WBS
- C. Different WPs within a WBS may duplicate parts of project scope
- D, Delivery of a single WP needs to be managed and controlled by several people

正确答案:B

9、Activities on the Critical Path Method in a network diagram have!

- A. Zero Finish Slack
- B. Zero Start Slack
- C. Zero Duration
- D. Always Merge Activities

回答正确

正确答案: A 你的答案: A

10、A Mitigating Response to a Risk involves:

- A. Paying a premium to pass the risk to another party
- B Taking action to reduce risk's probability of
] occurrence and/or impactC. Changing the Plan to remove the risk or condition
- D, Making a conscious decision to accept the risk

回答错误

正确答案:你的答案: C

11、Change authorisation procedures to avoid contractual disputes, should be agreed to in.

- A. The Project Planning phase
- B.The Project Closure phase
- C.The Project Execution phase
- D The Project Initiation phase

回答错误

正确答案:D 你的答案: A

12、During the Closure lifecycle phase, the PM would need to.

- A. Elicit requirements
- B. Develop the team
- C. 360 Degree Review of project staff performance
- D, Undertake stakeholder analysis

回答错误

正确答案: D 你的答案: A

13 During Project Execution, a role of a PM that relies least upon "People Skills" would be

- A Negotiating Project changes
- B Monitoring Project progress
- C. Developing the Project Team
- D Resolving issues arising from PMP non-conformance

回答错误

正确答案: D 你的答案: A

14、 Earned Value is

- A. Percent complete multiplied by planned value
- B A good indicator of scope creep
- C. The aggregate of all expenditure incurred to date
- D The amount of expenditure forecast in the time phased baseline budget

回答正确

正确答案: A 你的答案: A

15、 Expediting is part of

- A Risk Management
- B. Quality Management
- C.Procurement Management
- D,Resource Management

回答错误

正确答案: C 你的答案: A

16、 Examples of Agile include

- A. Scrum, Kanban and Design Thinking
- B. Crystal, Scrum and MG Taylor
- C. Human Centred Design, Lean development and Kanban
- D. Lean development. Kanban and Scrum

回答错误

正确答案: D 你的答案: A

17、 I am the PM on a large IT project to improve Government payments delivery.a politically sensitive project that will be under significant public scrutiny. wimost likely need to train and improve my:

- A. political skills
- B, knowledge of Communication technology
- C.Communications and Reporting skills
- D. knowledge of Government policies

回答错误

正确答案: C 你的答案: A

18In an agile team, which of the following are generally completed over multipleday?

- A. Epics
- B. Goals
- C. User stories
- D. Tasks

回答错误

正确答案:你的答案: A

19、In a Network Diagram, Free Slack is?

- A. Shared amongst activities along a path
- B Shared amongst Merge Activities
- C.Shared amongst Burst Activities
- D, Owned by a single activity

回答错误

正确答案: D 你的答案: A

20、Main reason to adopt Agile practices is

- A. Long term strategic planning
- B. Faster product delivery adjusted to changing customer needs
- C.Competitive edge
- D. Solve siloes between business & IT

回答错误

正确答案: B 你的答案: A

21、Management Reserves are?

- A. created prior to establishing Budget Reserves
- B, funds used to cover unforeseen risks
- C. funds used to cover identified Responses for specific Risks
- D to fund any and all risks that may arises

回答错误

正确答案: B 你的答案: A

22、Project integration management:

- A. cannot be delegated or transferred by the PM
- B can be delegated or transferred by the PM
- C. should be carried out by the whole project team
- D, should be carried out during the Project Initiation Phase

回答正确

正确答案: A 你的答案: A

23、Risk response strategies should be.

- A. designed to have no effect on the schedule
- B. the subject of a change request to be approved by steering committee
- C. added to the project scope
- D, excluded from the project budget

回答错误

正确答案: C 你的答案: A

24、Re-baselining a project under EV Analysis indicates that:

- A. you are comparing new project parameters against the original schedule
- B Management accept consequent changes to project profitability
- C. the original plan's budget and schedule outcomes are still achievable
- D, you are comparing new project parameters against the original budget

回答错误

正确答案: D 你的答案: A

25、Range Estimating is part of what?

- A. Top-Down estimating
- B, Function Point estimating
- C. Consensus Method estimating
- D, Bottom-Up estimating

回答错误

正确答案: D 你的答案: A

26、The PM will have the greatest influence over

- A. The project profit (or loss) level
- B. Regulations to be followed
- C. Project costs
- D, Project revenues

回答错误

正确答案:C 你的答案: A

27、The most important factor in project success undertaken during the closure

- A. Closing Accounts and Ensuring Payments phase is.
- B. Managing project stakeholders
- C. Formulating the WBS diagram
- D. Applying lessons learned from past projects

回答错误

正确答案: D 你的答案: A

28、The aim of a portfolio management system is to

- A align and prioritise projects with management requirements
- B align and prioritise projects with government reaulations
- C. align and prioritise projects with market requirements
- D align and prioritise projects with organisational strategic goals

回答错误

正确答案: D 你的答案: A

29、Which of the following is NOT part of Project integration management:

- A. Closing a Project
- B. Developing Project Charter
- C.Establishing a Communications Plan
- D. Monitoring Project Work

回答错误

正确答案: D 你的答案: A

30、 Which of the following activities is part of Project Execution?

- A. Forming a Risk Management Plan
- B Monitoring and Controlling Costs
- C. Identifying Stakeholders
- D, Ensuring all accounts and billing is finalised

回答错误

正确答案: B 你的答案: A

31、 Which of these formulae connected with earned value management is

- A. $CV = EV - AC$
- wrong?
- B. $SV = AC - EV$
- C. $EAC = AC + ETC$
- D. $CPI = EV / AC$

回答错误

正确答案: B 你的答案: A

32、 Which is not always a characteristic of the critical path?

- A Revealed by forward and backward pass calculation through network diagram
- B. Constituent activities can delay project completion
- C. Has zero float during project execution
- D. Longest path through the network

回答错误

正确答案: B 你的答案: A

33、 Working in a complex endeavour to design a new Metro Line for Sydney, your role is to monitor and update schedule requirements, and track any changes to important milestones for all the contributing engineering organisations. You are engaged in:

- A Requirements definition
- B. Change management
- C. Configuration management
- D Program management

回答错误

正确答案: D 你的答案: A

34、 Which is not an advantage of adopting a functional organisation structure over a strong matrix project organisation?

- A Building professional relationships in an enduring team
- B Nurturing of engineering knowledge in the organisation
- C. Ability to easily convene cross-functional teams
- D Inherent technical oversight of engineering decisions

回答错误

正确答案: C 你的答案: A

35 Which is a project?

- A. Managing global logistical services
- B. Running a concrete factory
- C. Merging two divisions in a company
- D, Manufacturing ice cream

回答错误

正确答案: C 你的答案: A

36、What of the following is NOT a difference between a WP and an activity?

- A. Work packages are part of the WBS: Activities are not
- B Activities always have a lower cost than Work Packages
- C. An activity cannot be handed over to a stakeholder, a WP can be handed over to a stakeholder
- D Activities are actions that combine to form a Work Package

回答错误

正确答案: B 你的答案: A

37、 Which of the following activities forms part of project initiation?

- A. Committing financial resources
- B Determine budget
- C. Define activities
- D, Plan risk management

回答正确

正确答案: A 你的答案: A

38、 What does the word 'waste' mean in the context of project management

- A. Getting rid of garbage
- B, Spending extravagantly
- C. Expense/effort expended into an unusable item
- D, Any action that does not add value to the customer

回答错误

正确答案: D 你的答案: A

39. Who manages the project budget in a Functional structure?

- A. The Functional Manager(s)
- B. The Organisation's Chief Financial Officer
- C. A mixture of Functional Manager and Project Manager
- D, The Project Manager

回答正确

正确答案: A 你的答案: A

40、 Which of the following is a barrier to organisational learning from post project

A including team evaluations in review reviews.

B. including individual evaluations in review

C. getting 360 Degree feedback

D Assigning blame for poor performance to specific team members

回答错误

正确答案: D 你的答案: A

41、 Which of the following calculation methods is most appropriate for assessing the economics of two large projects competing for funding from a limited pool of private sector investment funds.

A. Net present value

B. Earned value

C. Payback period

D, Expected rate of return

回答正确

正确答案: A 你的答案: A

42、 What does Kanban mean in the context of project management

A. A visual tool to manage projects

B, A project ticket

C. A type of Japanese pagoda

D, A project element

回答正确

正确答案: A 你的答案: A

43、 Which activity is part of the strategic management process?

A. Define the Organisational Culture

B. Define the organisational structure

C. Review Project Outcomes for Lessons Learnt

D Define the organisational mission statement

回答错误

正确答案: B 你的答案: A

44、 Which of the following is a technique used in Bottom-Up estimating?

A. Template Method

B. Ratio Method

C. Consensus Method

D. Apportionment Method

回答正确

正确答案: A 你的答案: A

45、 Which of the following is not a well-defined risk?

A. Estimating Inaccuracy Risks

B. Delay to pouring concrete foundations due to heavy rain

C. Cost variation risk from unhedged Foreign Exchange exposure

D Foundation Design risk associated with uncertain ground Geotechnical conditions

回答正确

正确答案: A 你的答案: A

46、 Which of the following does not affect the quality of estimates?

- A. Project Complexity
- B. Risk Analysis
- C. Organisational Bias
- D. Optimism Bias

回答错误

你的答案: A 正确答案: B

47、 You're working on an agile project team and notice the team has unclear work assignments and work is often done in a haphazard, uncoordinated way. which means the deliverables arrive in the wrong order. Which of the following is most appropriate to overcome this challenge?

- A. Consider Sprint Burndown charts
- B. Consider Kanban boards
- C. Consider Defect Trend charts
- D. Organise a working group to align values, principles, and working agreements

回答错误

正确答案: B 你的答案: A

1. Activities that can take place at the same time are termed

- A. parallel activities
- B. critical path
- C. burst activity
- D. merge activity
- E. independent activity

回答正确

正确答案: A 你的答案: A

2、 A feasibility study at the start of a new project is usually commissioned by:

- A. The contractor
- B. The environmental approving agency
- C. The government regulator
- D. The investor
- E. The sponsor

回答错误

正确答案: D 你的答案: A

3、 A project budget report is showing our project as spending \$35,000 against a budgeted amount of \$40,000. Which of the following is true?

- A. We are spending less than we should for the project
- B. We are doing a good job managing the project
- C. We should check to see if all the bills have been paid
- D. We are working too slowly
- E. We can't be sure how the project is tracking

回答错误

正确答案: E 你的答案: A

4 . A project's WBS and OBS can be combined to.

- A. Create a Gantt chart
- B. Identify resource requirements
- C. Create a cost account structure
- D. Identify risks
- E. Estimate costs

回答错误

正确答案: C 你的答案: A

5 A risk of 'failing to deliver the project in time' is a poor description of a risk because:

- A. It is not sufficiently descriptive
- B. It is measured against a project objective rather than an event
- C. Failing to deliver to schedule is risk that should be delegated to suppliers
- D. It would be hard to define what you mean by "deliver"
- E. It would be hard to avoid this risk

回答错误

正确答案: A 你的答案: A

6 As an assessment item of a course on project management, making a project management plan most closely corresponds to which level(s) of Bloom's taxonomy of learning outcomes?

- A. Knowledge and application
- B. Application and evaluation
- C. Analysis and knowledge
- D. Synthesis and application
- E. Evaluation and synthesis

回答错误

正确答案: D 你的答案: A

7 Project reserve budget:

- A. Is held by the steering committee (or higher management) to fund unexpected costs
- B. Is held by the PM to fund unexpected costs
- C. Is held by the PM as funding for the risk response strategies
- D. Is held by the project sponsor to fund additional costs related to the project, but not included in the budget
- E. Is unnecessary in most projects

回答错误

正确答案: C 你的答案: A

Project specific complexity drivers do not include:

- A. Stakeholder organizational stability
- B. Platform/technology interactions
- C. Requirements maturity
- D. Number of subsystem interactions

E. Team experience

回答错误

正确答案: E 你的答案: A

9. In a project life cycle, the Preparation and Planning usually occurs:

A. After the Purchasing phase

B. Before Project Definition phase

C. Before Design Phase

D. After Fulfilment phase

E. Throughout the project

回答错误

正确答案: C 你的答案: A

10. In the content of risk response development, using fixed-price contracts to complete part of the project is known as:

A. Mitigating risk

B. Avoiding risk

C. Transferring risk

D. Retaining risk

E. Contingency risk

回答错误

正确答案: C 你的答案: A

11. Phase estimating is:

A. Using different estimating techniques for different project phases

B. Combining detailed estimates for immediate phases with top-down estimates for more distant phases

C. Using project lifecycle phases for estimating

D. Using estimating for project lifecycle phases

E. Using appropriate estimating techniques for phases of technology development

回答错误

正确答案: C 你的答案: A

12. Defining project benefits is:

A. A product of mapping project objectives to project stakeholders

B. Done continuously through the project lifecycle

C. Is not an input to risk identification

D. The same for all stakeholders

E. Not related to project success

回答正确

正确答案: A 你的答案: A

13. $EAC = BAC/CPI$ means

A. Remaining work will be executed as planned in the baseline

- B. Remaining work will be executed at current CP
- C. Nothing, this formula is wrong
- D Estimate at completion = budget at completion / current performance index
- E. Budget at completion is the sum of planned value

回答错误

正确答案: B 你的答案: A

14. Fast-tracking:

- A. Is a strategy for schedule compression that often results in rework
- B. Is a good way to motivate team members
- C. Uses increased resources to complete tasks quicker
- D. Is a strategy for working efficiently and reducing downtime
- E. Is a method for developing the network diagram and finding the critical path

回答正确

正确答案: A 你的答案: A

15. Critical Path Networks and Gantt Charts were developed:

- A. During the Roman Empire
- B. As a result of the 1960s Space Race
- C. Before the advent of modern computers
- D. Once Project Management expanded more generally beyond engineering/IT in 1990s
- E. By US defence contractors

回答错误

正确答案: 你的答案: A

16. A project schedule starts with Task A. Which tasks are on the critical path?

Task	Duration	Predecessors
A	5	
B	6	A
C	6	A
D	9	A
E	4	B
F	3	C, D
G	3	E, F

✖ A. A, B, E, G

B. A, C, D, G

C. A, B, F, G

D. A, D, F, G

回答错误

正确答案: D 你的答案: A

17. Strategic Misrepresentation is best described as:

- A A predisposition to judge future events more positively than warranted by experience.
- B. Deliberately portraying a range of project characteristics as more attractive for political advantage.
- C. Hiding true project risks from stakeholders.
- D. Hiding actual project costs from stakeholders
- E. The main reason for inaccuracy in forecasts costs of large projects

回答错误

正确答案: D 你的答案: A

The amount of time an activity can exceed its early finish without affecting the early start date of any successor is termed

- A. Free slack
- B. Total slack
- C. Critical float
- D. Float pad
- E. Slip pad

回答正确

正确答案: A 你的答案: A

19、 Training, team development, assigning roles and responsibilities are part of

- A. Project resource management
- B. Project Leadership
- C. Management discipline
- D. Project integration management
- E. Project stakeholder management

回答正确

正确答案: A 你的答案: A

20、 What statement about project integration is false?

- A. It is the practices and processes to ensure that the various parts of a project are combined and coordinated effectively
- B. Requires an iterative approach to developing the PM plan
- C. Is one of the important functions of the project charter
- D. Project change management is not part of project integration management
- E. Project Closure is part of project integration management

回答错误

正确答案: D 你的答案: A

21. Which characteristics of executing projects in a Dedicated Project Team organization structure were experienced by the Boeing company?

- A. In-fighting over resources, poor safety performance
- B. Cost overruns, loss of key staff members
- C. High pressure work environment, too aggressive deadlines
- D. Improved project delivery, sidelining resources of organizational knowledge
- E. Improved quality and reduced cost

回答错误

正确答案: d 你的答案: A

22、 Which is false? Measuring benefits realization:

- A. Is extremely difficult for engineering projects that produce a tangible outcome or capability
- B. Is one of the most challenging aspects of organization change or IT services projects
- C. Can be facilitated by establishing project benchmarks, to measure aspects of organizational

performance, during and after project delivery

D. Is vital to the success of organizational change or IT services projects

E. Relies on detailed stakeholder knowledge

回答正确

正确答案: A 你的答案: A

23、 Which is false? The WBs:

A. Is the basis of developing project schedule and budget

B. Is composed of tasks, as indicated by predominance of verbs in the descriptions

C. Is decomposed to sub deliverables and work packages

D. Should be decomposed to a level at which the work packages can be used to estimate time and budget

E. Is one input from which to identify project risks in a systematic way

回答错误

正确答案: B 你的答案: A

1. Which of the following is an advantage of Gantt Charts over Network Analysis?

Select one:

A. Colourful presentation

B. Showing visual complexity

C. An easier basis for resource planning

D. Show the logical interdependencies between tasks

E. Better calculation of floats

回答错误

正确答案: 你的答案: A

2. Which of the following is a benefit of using a logical coding system for a WBS?

Select one:

A. Reduction in design resource requirements

B. Reduction in planned project duration

C. Easy retrieval of items from past project records

D. Ability to carry out cost reduction exercises

E. Risk reduction

回答正确

正确答案: A 你的答案: A

3. A work package:

Select one:

A. Is at the lowest level of the WBS

B. Represents a collection of tasks

C. Is usually insufficiently detailed to estimate its cost

D. Only ever has one task inside

E. Must contain at least one task

回答正确

正确答案: A 你的答案: A

4.Common mistakes encountered in drawing up a WBS do not normally include:

Select one:

- A. Gaps in project scope.
- B. Duplication in scope between different parts
- C. Including items in the WBS that are out of scope
- D. Using mostly verbs instead of nouns.
- E. Listing tasks instead of deliverables

回答错误

正确答案: B 你的答案: A

5.Good risk management is...

Select one:

- A. Subjective.
- B. Proactive.
- C. Constructive
- D. Reactive.
- E. Active.

回答错误

正确答案: C 你的答案: A

6.Which of the following is a reason a project would close6.

successfully?

Select one:

- A.Acts of God' such as an earthquake occurs
- B. The Project Owner has run out of funds
- C. The Project Owner puts project 'on hold' due to adversemarket changes.
- D. Acceptance Certificates have been issued by Customer
- E. Acceptance tests have been completed

回答错误

正确答案: D 你的答案: A

7、 If I have written the project objectives and am working on astakeholder analysis, the next stage in developing my project plansis likely to be:

- A. Writing a scope statement
- B. Listing the project benefits
- C. Estimating cost and duration
- D. Charting a WBS
- E. Developing the risk register

回答错误

正确答案: B 你的答案: A

8、 Which of the following activities forms part of project initiation?

- A. Monitor risks
- B. Identify stakeholders
- C. Solicit requirements
- D. Formulate scope
- E. Develop the project management plan

回答错误

正确答案: B 你的答案: A

9、Crashing as a strategy for schedule compression:

- A. Relies on modifying the inter dependencies between activities
- B. Is a cost-effective way to accelerate progress, but increases technical risks to project delivery
- C. Does not automatically increase risk, but will usually cost the project more to complete the same amount of work
- D. Should be avoided because it increases technical risks to project delivery
- E. Does not really help to increase project progress

回答错误

正确答案: C 你的答案: A

10、If you are estimating the duration of a work package using a formula that says the most likely duration is equal to one sixth the sum of best case, worst case and four times the most likely case, then you are using:

- A. Delphi method
- B. Triangular distribution
- C. Beta distribution
- D. Normal distribution
- E. Lognormal distribution

回答错误

正确答案: B 你的答案: A

11、Compared to a risk that triggers late in the project, one that triggers early is usually:

- A. Less costly in terms of cost and more costly in terms of duration.
- B. Not significantly different in its impact
- C. More costly in terms of cost and duration.
- D. More costly in terms of cost and less costly in terms of duration.
- E. Less costly in terms of cost and duration.

回答正确

正确答案: A 你的答案: A

12、A bottom-up estimate usually is:

- A. Done later in the project timeline, on a comparative cost basis and requires a comprehensive WBS
- B. Done later in the project timeline, on an accurate cost basis and requires a comprehensive WBS
- C. Done earlier in the project timeline, on an accurate cost basis and requires an outline WBS
- D. Done earlier in the project timeline, on a comparative cost basis and requires a comprehensive WBS
- E. Done earlier in the project timeline, on a comparative cost basis and does not require a comprehensive

WBS

回答错误

正确答案:D 你的答案: A

13、 You would be unlikely to be able to obtain insurance for:

- A. Professional negligence
- B. Damage occurring within 10 years of completion of project resulting from latent defects in design, materials or workmanship
- C. The risk of bodily harm to employees
- D. A risk that is considered nearly certain
- E. Insuring property that you have rented from another party

回答错误

正确答案: D 你的答案: A

14、 Which of the following is part of a Project Charter?

- A. A detailed budget
- B. Description of the change management system
- C. Project purpose
- D. The critical path
- E. Time phased budget

回答错误

正确答案: C 你的答案: A

15、 In estimating cost and time, reliable historical data and well-understood project parameters are essential to support:

- A. Top-down approaches to estimating
- B. Bottom-up estimates
- C. Consensus methods
- D. Bottom-up approaches to estimating
- E. Parametric estimates

回答错误

正确答案:E 你的答案: A

16、 Which of the following is less likely to take place during the project execution phase?

- A. Realisation of the organisations strategy and ambition
- B. Most resources are expended
- C. PM builds relationships
- D. PM classifies stakeholders
- E. PM negotiates and manages change

回答错误

正确答案: D 你的答案: A

17、 Which of the following does not well describe the contingency reserve budget?

- A. Part of the cost baseline

- B. May be used for rework
- C. Normally requires change control process and approval of project sponsor to be expended
- D. Is for funding known unknowns' uncovered as a result of the risk management process
- E. Amount of reserve funding depends on the risks identified, and treatment for these risks

回答错误

正确答案: C 你的答案: A

18、An approved scope change request will often imply:

- A Spending more of the contingency reserve budget
- B. No change to the scope baseline
- C. Spending more of the management reserve budget
- D. Updating the project charter
- E. Revising the project benefits

答错误

正确答案: C 你的答案: A

19、Milestones:

- A. Are not associated with deliverables
- B. Are too simple to properly express a project schedule
- C. Are the basis of the project network diagram.
- D. Are useful for communication purposes because they are easily understood.
- E. Provide a good basis for project scheduling

回答错误

正确答案: D 你的答案: A

20、Reasons for selecting top-down estimating could be:

- A. Cost is crucial.
- B. The project is large.
- C. Unstable scope and high uncertainty
- D. The customer has asked for pricing details
- E. You are working under fixed-price contract

回答错误

正确答案: C 你的答案: A

21、The project sponsor is not

- A. internal to the project executing organisation
- B. part of the project team
- C. a member of the steering committee
- D. a person
- E. a stakeholder

回答错误

正确答案: B 你的答案: A

22. Which of the following is not a purpose of the project charter document?

- A. Authorizing the project
- B. Committing resources to the project
- C. Recording the existence of the project
- D. Presenting the business case

E. Identifying the project manager

回答错误

正确答案: D 你的答案: A

23、 Which is false? The WBS:

A. Is one input from which to identify project risks in a systematic way

B. Is decomposed to sub deliverables and work packages
C. Is the basis of developing project schedule and budget
D. Should be decomposed to a level at which the workpackages can be used to estimate time and budget

E. Is composed of tasks, as indicated by predominance of verbs in the descriptions

回答错误

正确答案: E 你的答案: A

24、 The amount of time an activity can exceed its early finish without affecting the early start date of any successor is termed

Select One:

A. Free slack

B. Slip pad

C. Total slack

D. Critical float

E. Float pad

回答正确

正确答案: A 你的答案: A

25、 A project budget report is showing our project as spending \$35,000 against a budgeted amount of \$40,000. Which of the following is true?

A. We are spending less than we should for the project
B. We can't be sure how the project is tracking

C. We should check to see if all the bills have been paid
D. We are working too slowly

E. We are doing a good job managing the project

回答错误

正确答案: B 你的答案: A

26. Looking at a project that EV analysis shows has an SPI = 1.0426, would allow you to conclude:

A. The project is ahead of schedule and is forecast to finish ahead of schedule

B. The project is under budget and is forecast to finish under budget

C. The project is ahead of schedule, but would require Gantt chart analysis to forecast its end schedule status

D. The project is under budget and ahead of schedule

回答错误

正确答案: C 你的答案: A

27、 Which of the following does not well describe the contingency reserve budget?

A. Part of the cost baseline

- B. May be used for rework
- C. Normally requires change control process and approval of project sponsor to be expended
- D. Is for funding 'known unknowns' uncovered as a result of the risk management process
- E. Amount of reserve funding depends on the risks identified, and treatment for these risks

回答错误

正确答案: C 你的答案: A

28、Developing and agreeing contingency plans with the stakeholders is a strategy for

- A. Risk prioritisation
- B. Risk mitigation
- C. Risk avoidance
- D. Risk transfer
- E. Risk acceptance

回答错误

正确答案: E 你的答案: A

29、What statement about project integration is false?

- A. Is one of the important functions of the project charter
- B. Requires an iterative approach to developing the PM plan
- C. It is the practices and processes to ensure that the various parts of a project are combined and coordinated effectively
- D. Project change management is not part of project integration management
- E. Project Closure is part of project integration management

management

回答错误

正确答案: D 你的答案: A

30、After you have completed the process of Collecting Requirements, as PM you are likely to find yourself working on the:

- A. Project budget
- B. Project scope statement
- C. WBS
- D. Project resource requirements
- E. Project schedule

回答错误

正确答案: B 你的答案: A

1、Prototyping is

- A. A relatively low-cost strategy to take advantage of prior knowledge and experience
- B. A relatively high-cost strategy for eliciting requirements under an iterative PM approach
- C. A useful way to expedite complex deliverables
- D. A quick way to reduce risk in an Agile PM approach

回答错误

正确答案: B 你的答案: C

2、Who is responsible for prioritising the product backlog?

- A. Lead developer
- B. Product owner
- C. Project manager
- D. Tester

回答正确

正确答案: B 你的答案: B

3、What diagram is used for identifying root causes of a problem?

- A. Histogram
- B. Flowchart
- C. Cause and effect diagram
- D. Affinity diagram.

回答正确

正确答案: C 你的答案: C

4. Crashing a schedule helps you to:

- A. Reduce duration without changing the network diagram
- B. Modify the network diagram in order to compress the duration.
- C. Accelerate progress while being mindful that you will increase scheduling risks
- D. Reduce costs but increase duration

回答错误

正确答案: A 你的答案: C

5. In a project that is running over budget, you might bring it back on track by:

- A. reducing the cost performance index to date
- B. increasing the cost performance index to date
- C. reducing the forecast cost variance at completion
- D. increasing the forecast cost variance at completion

回答错误

正确答案: 你的答案: D

6、The reason for holding regular retrospectives is:

- A. It gives management information to use in team members' performance reviews
- B. It corrects deviation from the process which the team has been following
- C. It allows the team to take a welcome break from work
- D. It allows learning which can be used to improve team performance during the project

回答错误

正确答案: D 你的答案: B

7. Which of the following did not contribute to engineering failures ultimately leading to Boeing 737 Max air crashes?

- A. Increasing drive for profit causing accelerated schedules
- B. Planning inefficiencies introduced as a result of projectized teams

- C. Reduction in engineering knowledge in project teams
- D Erosion of authority for functional heads in making important engineering decisions.

回答错误

正确答案: B 你的答案: A

8 Which choice does not describe a purpose for making a prototype in the product development process?

- A. System architecture design
- B. Time management
- C. User interface design
- D. Communication

回答正确

正确答案: A 你的答案: A

9、 Which of the following is less likely to take place during the project execution phase?

- A. Most resources are expended
- B. PM negotiates and manages change
- C. PM builds relationships

DPM classifies stakeholders

回答错误

正确答案: 你的答案: A

10、 An indication for selecting ERR as a project evaluation tool, would be:

- A. Working in a large publicly funded organisation
- B. Looking for a quick estimate of project priority
- C. Where the organisation's projects compete for a limited pool of investment
- D. When we need to assess the time-variable value of money

回错误

你的答案: A 正确答案: C

11、 Looking at a project that EV analysis shows has an SPI = 1.07 would allow you to conclude:

- A. The project is ahead of schedule and is forecast to finish ahead of schedule
- B. The project is ahead of schedule, but would require Gantt chart analysis to forecast its completion date
- C. The project is under budget and is forecast to finish under budget
- D. The project is under budget and ahead of schedule

回答错误

正确答案: B 你的答案: A

12、 Which of the following tasks is likely to require the highest level of disciplinary experience and knowledge?

- A. Justify your project plan to the stakeholders
- B. Evaluate someone else's project management plan
- C. Apply project management techniques
- D. Measure project progress

回答错误

正确答案: B 你的答案: A

13. An Organisational Structure where the Project Manager's Authority is Low to Moderate and the Project Manager has no authority over the budget would be classed as

- A. Strong Matrix
- B. Weak matrix
- C. Functional
- D. Balanced matrix

回答错误

正确答案: B 你的答案: A

14. In the content of risk response development, using fixed-price contracts to complete part of the project is:

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

回答错误

正确答案: B 你的答案: A

15. Which of the following is not a purpose of the project charter document?

- A. Aligning project work with organisational strategy
- B. Identifying the project manager
- C. Defining detailed scope
- D. Providing authority to the project manager

回答错误

正确答案: C 你的答案: A

16. The project's cost baseline does not include funding for:

- A. Team development and entertainment
- B. Authoring project documents
- C. Changes to scope approved by the steering committee
- D. Fixing shortcomings in the quality of deliverables

回答错误

正确答案: C 你的答案: A

17. The backward pass calculation through a project network diagram calculates:

- A. The critical path
- B. The late start and late finish date for each activity
- C. The earliest start and latest finish date of each activity
- D. The earliest start and earliest finish date of each activity

回答错误

正确答案: B 你的答案: A

18. Earned Value (EV) Analysis is

- A. Revenue management technique
- B. Profit management technique
- C. A scope management technique
- D. Cost management technique

回答错误

正确答案: D 你的答案: A

19 In customer funded project changes, a potential downside for the customer is:

- A. The change can raise disputes
- B. The supplier will have the negotiating power with respect to price/schedule/scope
- C. The change may be disruptive to the management of the project
- D. The change can cause reputational damage to the customer

回答错误

正确答案: B 你的答案: A

20、If you are asked to join a panel of experts, are sent questionnaires to fill in, and are asked to comment on the responses of other people to the questionnaire, then you are likely participating in

- A. Chatham house rules
- B. Delphi method
- C. Program valuation and Review Technique
- D. Apportionment method

回答错误

正确答案: B 你的答案: A

21、What is the most commonly applied matrix in QFD?

- A. Interaction matrix
- B. Voice of customers
- C. House of Quality
- D. Technical competitive voice of engineers

回答错误

正确答案: C 你的答案: A

22、Which one of the following is used as an input to the project charter?

- A. Project Management Plan.
- B. Cost Management Plan
- C. Business Plan Documents
- D. Assumption Log

回答错误

正确答案: C 你的答案: A

23、Once all stakeholders have been analysed in terms of their requirements and expectations, a next step would be to:

- A. Identify the stakeholders
- B. Formulate a plan to engage with each stakeholder

- C. Convene a meeting of all stakeholders and ask them for their views on the project
- D. Plan how to prioritise the needs of the largest number of stakeholders

回答错误

正确答案: B 你的答案: A

24、CPI greater than one shows that:

- A. More value has been delivered than expected.
- B. The project is running ahead of schedule.
- C. The project is running behind schedule.
- D. The project is over budget.

回答正确

正确答案: A 你的答案: A

25、Milestones...

- A. Are useful for communication purposes because they are easily understood.
- B. Provide a good basis for project scheduling.
- C. Are the basis of the project network diagram
- D. Should not be associated with deliverables

回答正确

正确答案: A 你的答案: A

26、CPI greater than one shows that:

- A. The project is running behind schedule
- B. The project is over budget.
- C. More value has been delivered than expected.
- D. The project is running ahead of schedule

回答错误

正确答案: 你的答案: A

27 industrial control system could be:

An example of a functional, mandatory product requirement for an

- A. The vendor shall provide documentation supporting the failure rate calculations for the control system
- B. The control system shall maintain a log of all user interactions for the preceding 10 years.
- C. The control system should enable operators to select the desired actuator
- D. The control system shall perform with an interlock error probability of 1 in 10,000 per annum

回答错误

正确答案: B 你的答案: A

28、A project's WBS and OBS can be combined to

- A. Identify resource requirements
- B. Identify risks
- C. Create a Gantt chart
- D. Create a cost account structure

回答错误

正确答案: D 你的答案: A

29、In terms of the way it delivers scope, an Agile project lifecycle:

- A. Is incremental
- B. Minimises planning
- C. Is iterative
- D. Is incremental and iterative

回答错误

正确答案: D 你的答案: A

30、Two advantages of fast tracking a schedule are:

- A. Schedule compression, without increasing technical risk
- B. Less critical paths and improved risk profile
- C. Shortened critical path, without increasing resources
- D. Reduced costs and reduction in schedule sensitivity

回答错误

正确答案: C 你的答案: A

31、 $EAC = BAC/CPI$ means

- A. Remaining work will be executed as planned in the baseline
- B. Remaining work will be executed at current CP
- C. this formula is wrong.
- D. Budget at completion is the sum of all planned value

回答错误

正确答案: B 你的答案: A

32.Reasons for selecting top-down estimating could be32、

- A. You are working under a fixed-price contract
- B. Unstable scope and high uncertainty
- C. The customer has asked for pricing details
- D. Cost is crucial

回答错误

正确答案: B 你的答案: A

33、List the one initiating process in Project Integration Management

- A. Identify resource requirements
- B. Prepare business case
- C. Develop project charter
- D. Develop Project Management Plan

回答错误

正确答案: C 你的答案: A

1.Which of the following is not a real limitation of Agile methodologies?

- A. Higher implementation cost than other methodologies

- B. Harder to track progress compared to a predictive approach with a clear scope baseline
- C. Requires expert judgement to make decisions in the meetings
- D. The project easily runs off-track if the PM is not focussed on the correct outcomes.

回答错误

正确答案: B 你的答案: A

2. Changing your project schedule so that release of your new computer game occurs 2 weeks before Christmas would be an example of:

- A. Actively accepting an opportunity
- B. Exploiting an opportunity
- C. Sharing an opportunity
- D. Mitigating a risk

回答正确

正确答案: A 你的答案: A

3. The forward pass calculation through a project network diagram calculates:

- A. The earliest start and earliest finish date of each activity
- B. The critical path
- C. The late start and late finish date for each activity
- D. The total slack
- E. The earliest start and latest finish date of each activity

回答正确

正确答案: A 你的答案: A

4. In an engineering project, an important difference between requirements and scope is that:

- A. Scope defines the problem, whereas the requirements are the solution to it.
- B. Requirements define the problem, whereas scope is your solution to it.
- C. Scope is usually negotiable
- D. Requirements are usually negotiable

回答错误

正确答案: B 你的答案: A

5. Activities that can take place at the same time are termed

- A. merge activity
- B. burst activity
- C. critical path
- D. parallel activities

回答错误

正确答案: D 你的答案: A

6. Which is not an advantage of adopting a functional organisation structure over a strong matrix project organisation?

- A. Nurturing of engineering knowledge in the organisation
- B. Ability to easily convene cross-functional teams

- C. Mentoring junior engineering team members in relevant discipline
- D. Inherent technical oversight of engineering decisions

回答错误

正确答案: B 你的答案: A

7. A Stakeholder Engagement Assessment Matrix rates a stakeholder as "resistive" when:

- A. Not supportive of the changes that may occur as a result of the project
- B. Aware of the project and aware of the work and its outcomes
- C. Obstructing project work
- D. Actively campaigning against the project

回答正确

正确答案: A 你的答案: A

8 . Which of the following costs is a direct cost?

- A. Office consumables
- B. Outsourcing HR administration
- C. Office rent
- D. Hire of construction equipment

回答错误

正确答案: D 你的答案: A

9. If you are asked to join a panel of experts, are sent questionnaires to fill in, and are asked to comment on the responses of other people to the questionnaire, then you are likely participating in:

- A. Function point method
- B. Apportionment method
- C. Delphi method
- D. Program Evaluation and Review Technique

回答错误

正确答案: C 你的答案: A

10. Decomposition, as a technique for creating the WBS, does not include:

- A. Identifying deliverables
- B. Prioritization of deliverables
- C. Eliminating duplication
- D. Breaking up higher level deliverables into more detailed components

回答错误

正确答案: B 你的答案: A

11. Insurance is a way of;

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

回答正确

正确答案: A 你的答案: A

12 . An example of a project change initiated by project monitoring and control processes would be:

- A. Changes forced by regulatory modifications
- B. Changes in execution processes
- C. Changes to scope due to differences found in assumed vs actual environmental conditions
- D. Changes to scope due to quality issues needing rectification

回答错误 正确答案: C 你的答案: A

13、Free Float is:

- A. The amount of float available to a task when all its following tasks take place at their earliest possible time.
- B. The residue of float available to a task after the project has started.
- C. The amount of time left over if the project finishes early
- D. The amount of float available to a task when all its following tasks take place at their latest possible time

回答错误

正确答案: D 你的答案: A

14、In EV Analysis, a project with a positive CV and negative SV would indicate:

- A. Project is over budget and behind schedule
- B. Project is under budget and ahead of schedule
- C. Project is over budget and ahead of schedule
- D. Project is under budget and behind schedule

回答错误

正确答案: D 你的答案: A

15. Methods to help identify possible project risks do not include:

- A. Focus groups, meetings, checklists, case studies, historical projects, surveys.
- B. Consulting lessons learned from past projects, brainstorming.
- C. Discarding the most severe risks if they have very low probability of occurrence.
- D. Reading risk registers from past projects

回答错误

正确答案: C 你的答案: A

16、A PM needs a good understanding of their organisation's strategy because:

- A. This enables the PM to effectively advocate for their project.
- B. Strategy is fundamental in determining how an organisation will compete.
- C. It enables the PM to set project deliverables that will realise the strategy
- D. Aligning projects with strategic goals is fundamental to organizational success.

回答错误

正确答案: D 你的答案: A

17、During the Closure lifecycle phase, the PM would need to:

- A. 360 Degree Review of project staff performance
- B. Undertake stakeholder Analysis
- C. Elicit requirements
- D. Develop the team.

回答错误

你的答案:A 正确答案: B

18、The revised estimate at completion ($EAC = AC + ETC$) assumes that:

- A. There will be no further delays to project work
- B. Future work will be delivered at the same efficiency of past work.
- C. The rate of delivering work in the future is the same as that to date.
- D. The delivery of future work will match its cost estimates

回答错误

正确答案: D 你的答案:A

19、The management reserve budget is for funding:

- A. Changes to scope approved by the project manager
- B. Contingency plans
- C. Changes to scope approved by the steering committee
- D Rework of deliverables

回答错误

正确答案: C 你的答案: A

20、Main reason to adopt Agile practices is

- A Faster product delivery adjusted to changing customer needs
- B. Solve siloes between business & IT
- C. Competitive edge
- D. Long term strategic planning

回答正确

正确答案: A 你的答案: A

21、An approved scope change request will often imply:

- A. Spending more of the contingency reserve budget
- B. Spending more of the management reserve budget
- C. Updating the project charter
- D. Revising the project benefits
- E. No change to the scope baseline

回答错误

正确答案: B 你的答案: A

22、Which of the following is an incorrect statement about formulating project scope?

- A. An opportunity for the project team to contribute to innovation

- B. Requires use of domain-specific knowledge to propose a concept design solution.
- C. May be difficult, including in a well-planned project
- D. Is completely defined by the stakeholders' requirements

回答正确

正确答案: A 你的答案: A

23、 Which of the following is less likely to take place during the project execution phase?

- A. PM builds relationships
- B. Realisation of the organisations strategy and ambition
- C. PM classifies stakeholders
- D PM negotiates and manages change
- E. Most resources are expended

回答错误

正确答案: 你的答案: A

24、 Which of the following is an advantage of Gantt Charts over Network Analysis?

- A. Showing visual complexity
- B. An easier basis for resource planning
- C. Show the logical interdependencies between tasks
- D. Better calculation of floats

回答错误

正确答案: B 你的答案: A

25、 Before working extensively on my project risk management plan should have completed at least:

- A. WBS and estimates of cost and duration
- B. List of work packages, a network diagram and stakeholder analysis
- C. It doesn't matter, because risks can be added at anytime
- D. Communication plan

回答正确

正确答案: A 你的答案: A

26. If you had to choose one option, which is probably best for success in your project(s) ?

- A. Use Agile methodologies
- B. Advanced tools and elaborate process
- C. Advanced tools used by a mediocre team
- D. Carefully perfected system of work
- E. A highly functioning team with basic tools

回答错误

正确答案: E 你的答案: A

27、 Three-point estimating provides a combined indication of:

- A. cost, time and risk
- B. cost, time and work
- C. cost, time and resources

D. cost, time and effort

回答正确

正确答案: A 你的答案: A

28、Two disadvantages of fast tracking a schedule are, respectively:

A. Increased schedule sensitivity, increased technical risk

B. Schedule compression, increase in technical risk

C. longer critical path, increased schedule risk

D. longer critical path, higher costs

E. Reduction in sensitivity, longer critical path

回答正确

正确答案: A 你的答案: A

29 Which of the following is a benefit of using a logical coding system for a WBS?

A. Easy retrieval of items from past project records

B. Reduction in design resource requirements

C. Reduction in planned project duration

D. Ability to carry out cost reduction exercises

回答错误

正确答案: B 你的答案: A

30、A bottom-up estimate usually is:

A. Done later in the project timeline, on an accurate cost basis and requires a comprehensive WBS

B. Done earlier in the project timeline, on a comparative cost basis and requires a comprehensive WBS

C. Done later in the project timeline, on a comparative cost basis and requires a comprehensive WBS

D. Done earlier in the project timeline, on an accurate cost basis and requires an outline WBS

回答错误

正确答案: B 你的答案: A

31、Which is not an advantage of a predictive project lifecycle, compared to an iterative one, for well-defined project scope?

A. Higher commitment to deliverables

B. Develops new knowledge and expertise

C. More cost effective

D. Minimises management complexity

回答错误

正确答案: B 你的答案: A

If I am calculating earliest start and finish dates using a network diagram, then I am using...

A. Critical chain method

B. Precedence diagramming method

C. Critical path method

D. Variance analysis

回答错误

正确答案:你的答案: A

33 To help you write down project benefits you would, at least, need

A. The project risk register

to obtain:

B. Stakeholder register and list of project objectives

C. Most of the project requirements

D. The scope statement and the WBS

回答错误

正确答案: B 你的答案: A

34、 People getting sick with COVID-19' is not a good item to put in your risk register because:

A. Who says? I think it's a great thing to put in a risk register!

B. It is an external threat to project delivery

C. It does not describe a discrete event for which you can plan a specific response

D. It would be escalated to the project sponsor, and is therefore not managed by the PM.

回答错误

正确答案: C 你的答案: A

35、 Crashing as a strategy for schedule compression:

A. Does not automatically increase risk. but will usually cost the project more to complete the same amount of work

B. Relies on modifying the interdependencies between activities

C. Does not really help to increase project progress

D Should be avoided because it increases technical risks to project delivery

E. Is a cost-effective way to accelerate progress, but increases technical risks to project delivery

正确答案: A

36、 A list of features, updates and modifications requested by the customer is the:

A. Sprint

B. Throughput

C. Backlog

D. MVP

回答错误

正确答案: C 你的答案: A

37、 Which of these formulae connected with earned value management is wrong?

A. $CV = EV - AC$

B. $SV = AC - EV$

C. $EAC = AC + ETC$

D. $CPI = EV / AC$

回答错误

正确答案: B 你的答案: A

38、In a project plan or charter, the best way to summarise the project, communicate a conceptual definition of project boundaries, and set the expectations of the stakeholders is to:

- A. Write a scope statement
- B. Show the WBS
- C. Provide a cost summary
- D. Show the project Gantt chart

回答正确

正确答案: A 你的答案: A

39、Which of the following is a well-defined risk?

- A. Risks from public opinion
- B. Conflict with contractors over delivery schedule
- C. The project runs out of funding
- D. Team members cannot come to work
- E. Delay to pouring concrete foundations due to heavy rain

回答错误

正确答案: E 你的答案: A

40、Common mistakes encountered in drawing up a WBS do not normally include:

- A. Gaps in project scope.
- B. Including items in the WBS that are out of scope
- C. Duplication in scope between different parts.
- D. Listing tasks instead of deliverables

回答错误

正确答案: C 你的答案: A

41. Earned value is:

- A. the actual cost of work performed
- B. the budgeted cost of work planned
- C. percent complete multiplied by actual cost
- D. the budgeted cost of work performed

回答错误

正确答案: D 你的答案: A

42、A PM should not agree to a proposed change until? (重复题)

- A. the customer agrees to pay for all associated costs
- B. the change is removed from the critical path
- C. its full effect on project priorities has been determined and communicated to relevant stakeholders
- D. the sponsor accepts all risks associated with the change

回答错误

正确答案: D 你的答案: A

43、Planned value is:

- A. Not meaningful until compared to earned value
- B. A good indicator of scope creep
- C. Percent complete multiplied by actual cost
- D. Useful for planning project progress payments

回答错误

正确答案: D 你的答案: A

44、 is a strategy for

Developing and agreeing contingency plans with the stakeholders

- A. Risk prioritisation
- B. Risk transfer
- C. Risk avoidance
- D. Risk acceptance
- E. Risk mitigation

回答错误

正确答案: D 你的答案: A

What can the PM not delegate?

- A. Integration management
- B. Risk management
- C. Schedule management
- D. Cost management

回答正确

正确答案: A 你的答案: A

46、 In a project to build a new workshop, compliance with Australian Standards for operating machine tools' is most likely to be a:

- A. Constraint
- B. Functional requirement
- C. Deliverable
- D. Benefit

回答正确

正确答案: A 你的答案: A

1. Which is not a reason for the PM to openly discuss "bad news" with the key stakeholders at the earliest possible opportunity?

- A. Rectify issues before it becomes too late
- B. To prioritize the expectations of the key stakeholders
- C. Maximises remaining float to accommodate change
- D. There is still time to persuade stakeholders to approve change

回答错误

正确答案: D 你的答案: A

2. Acceptance of a deliverable by the project client or other stakeholder serves primarily to:

- A. Control quality in the work packages

- B. Engage with stakeholders
- C. Validate project scope
- D. Track progress

回答错误

正确答案: C 你的答案: A

3 Optimism bias...

- A. Is when a project team actively seeks low-cost estimates to improve the forecast ROI of their proposal
- B. Allows the forecaster to estimate likely cost overruns based on observed overruns in a set of comparable projects
- C. Cannot practically be avoided in human decisions
- D. Describes the tendency of planners to have high confidence in a project plan that is easily visualised

回答错误

正确答案: D 你的答案: A

4. Which is the false statement about prototyping?

- A. Building prototypes adds to project baseline costs
- B. Prototypes help to elicit requirements in a predictive project lifecycle
- C. A storyboard is a kind of prototype
- D. Prototypes provide end user feedback on requirements

回答正确

正确答案: A 你的答案: A

5. A key responsibility of the PM that cannot be delegated or transferred is:

- A. Developing the team
- B. Safety risk assessment
- C. Formulating project scope
- D. Project integration management

回答错误

正确答案: D 你的答案: A

6. Special emphasis can be defined for some customer requirements. In which step of QFD can we address such special emphasis?

- A. Technical comparison
- B. Defining improvement ratios
- C. Competitive analysis
- D. Interaction analysis

回答正确

正确答案: A 你的答案: A

7. Which choice is definitely an incorrect suggestion on the subject of defining the work packages on a WBS?

- A. Delivery of a single W can be managed and controlled by one person
- B. It's OK if a few WPs contain most of project scope, as measured by cost

- C. You must not have any WPs that duplicate parts of project scope
- D. Decompose the deliverables until you see the interrelationships between the activities required for their completion

回答错误

正确答案: B 你的答案: A

8、The PM (and the project team) will have the greatest influence over.

- A. The profit (or loss) arising from project execution
- B. Enterprise environmental factors
- C. Project costs
- D. Organisational process assets

回答错误

正确答案: C 你的答案: A

A list of features, updates and modifications requested by the customer is the

- A. Sprint
- B. MVP
- C. Throughput
- D. Backlog

回答错误

正确答案: D 你的答案: A

10、The most important factor in project success undertaken during the initiation phase is:

- A. Formulating the project scope diagram
- B. Correctly identifying and analysing project stakeholders
- C. Applying lessons learned from past projects
- D. Setting requirements

回答错误

正确答案: B 你的答案: A

11、Which is a project?

- A. Managing the human resources division of a consulting company
- B. The work of an air traffic control team directing aircraft
- C. Assembling electric cars in a factory
- D. Remediating an old industrial site

回答错误

正确答案: D 你的答案: A

12、Which is not true about user stories?

- A. Connects each requirement to a resource and a benefit
- B. Input to your Kanban tickets
- C. A decomposition of the epic

D. Supports function point estimating

回答错误

正确答案: D 你的答案: A

13、 A Risk Breakdown structure is used to help:

A. Identify risks

B. Quantitative risk analysis

C. Gather data on risks

D. Risk probability analysis

回答正确

正确答案: A 你的答案: A

14. Working in a complex program to design a new electrical grid for New South Wales, your role is to monitor and update technical requirements, and track any changes to project scope and test plans across all the contributing engineering organisations. You are engaged in:

A. Program management

B. Configuration management

C. Requirements definition

D. Change management

回答正确

正确答案: A 你的答案: A

15、 Which of the following is not a real limitation of Agile methodologies?

A. Requires expert judgement to make decisions in the meetings.

B. Harder to track progress compared to a predictive approach with a clear scope baseline

C. The project easily runs off-track if the PM is not focussed on the correct outcomes

D. Higher implementation cost than other methodologies

回答错误

正确答案: B 你的答案: A

16. Which of the following is less likely to be a challenge of using an Agile project management approach?

A. Higher overall cost of delivery compared to a more predictive management approach

B. Ensuring quality in the end product

C. A need for sustained expert attention to manage the project.

D. It is easy for the project to go off track

正确答案: B

17、 A burndown chart will show you:

A. Work in progress, work that is held up, and work ready to start

B. Velocity, variance at completion, and work in progress

C. Rate of work performed, actual cost of work performed and budgeted cost of work performed

D. Velocity, forecast completion date, and scope discovered

回答错误

正确答案: B 你的答案: A

18.What design phase has the highest impact on the product lifetime performance?

- A. Detail
- B. Testing
- C. Verification
- D. Conceptual

回答错误

正确答案: D 你的答案: A

19.To avoid contractual disputes, project planning work must include careful definition of the:

- A. EVM earning rules
- B. Risk management processes
- C. Change authorization procedures
- D. Project network diagram

回答错误

正确答案: C

20.Which of these formulas connected with earned value management is wrong?

- A. $CV = EV - AC$
- B. $SV = PV - EV$
- C. $CPI = EV/AC$
- D. $SPI = EV/PV$

回答错误

正确答案: B 你的答案: A

21、 Which of the following will be less effective as an indicator of cohesive team effectiveness?

- A. Progress in skills development among the team
- B. Extent of information sharing between team members
- C. Completed RACI chart
- D. Team member turnover rate

回答错误

正确答案: C 你的答案: A

22、 Which is not always a characteristic of the critical path?

- A. Longest path through the network
- B. Revealed by forward and backward pass calculation through network diagram
- C. Has zero float during project execution
- D. Constituent activities can delay project completion

回答错误

正确答案: D 你的答案: A

23、 Checking the compliance of any element with its purpose describes the phase of systems engineering

- A. Validation
- B. System architecting
- C. Detail design

D. Requirement analysis

回答正确

正确答案: A 你的答案: A

24、 Which is not one of the characteristics of a deterministic approach to risk and safety?

A A way to prioritize resources on the highest risks

B. Demonstrating that all hazards have contingencies in place to deal with their consequences

C. Pre-planned contingencies are valuable because they can be modified for other unpredicted events

D. Bad things are assumed to occur

回答正确

正确答案: A 你的答案: A

25、 The PM develops a project management plan to describe how the project will be executed, monitored, controlled, and closed. Which of the following tool or technique to assist the project manager to assure the success of the project management plan?

A. Organisational process assets

B. Meetings

C. Outputs from other processes

D. Enterprise environmental factors

回答正确

正确答案: A 你的答案: A

26、 As PM, what is your first step to ensure that your planned risk responses can be executed?

A. Tell the project sponsor about them

B. Communicate them to stakeholders

C. Include them in project scope

D. Make a presentation about risk responses in the kick-off meeting

回答错误

正确答案: C 你的答案: A

27、 All of the following are examples of formal project management Knowledge Areas except for which one?

A. Project Stakeholder Management

B. Project Procurement Management

C. Project Integration Management

D. Project Requirements Management

回答错误

正确答案: B 你的答案: A

28、 An example of a project change initiated by project monitoring and control processes would be:

A. Changes in execution processes

B. Changes to scope due to differences found in assumed vs actual environmental conditions

C. Changes to scope due to quality issues needing rectification

D. Changes forced by regulatory modifications

回答错误

正确答案: B 你的答案: A

29. Benchmarking is unlikely to be useful if you need to:

- A. Characterise best practice
- B. Measure progress
- C. Research ideas for improvement
- D. Decide how to measure performance

回答错误

正确答案: D 你的答案: A

30. What does system architecture embody?

- A. System's structure as combination of constructing subsystems
- B. System's behaviour as combination of dynamic interactions
- C. System's structure as combination of subsystems interfaces
- D. System's functions as combination of structure and behaviour

回答错误

正确答案: 你的答案: A

31. During the Planning lifecycle phase, the PM would need to:

- A. Appoint a PM.
- B. Identify the team.
- C. Identify stakeholders.
- D. Elicit requirements

回答错误

正确答案: D 你的答案: A

32. The project manager's most influential stakeholder is the:

- A. Project director
- B. Client
- C. Program manager
- D. Project sponsor

回答错误

正确答案: D 你的答案: A

33. What is the black swan effect?

- A. The likelihood of a low frequency event is not easily measured
- B. Risk assessment will always miss the unknown unknowns
- C. The biggest changes are caused by lowest probability events
- D. If you know the probability of an event is small it could still happen to you

回答错误

正确答案: B 你的答案: A

34、 If I am developing the project charter, monitoring project work, or closing a project, I am engaged in

- A. Project integration management
- B. Configuration management
- C. Stakeholder management
- D. Project scope management

回答正确

正确答案: A 你的答案: A

35、

Planned value is:

- A. Not meaningful until compared to earned value
- B. Useful for planning project progress payments
- C. A good indicator of scope creep
- D. Percent complete multiplied by actual cost

回答错误

正确答案: B 你的答案: A

36、 Who manages the project budget in a strong matrix structure?

- A. The Project Manager
- B. The Organisation's Chief Financial Officer
- C. The Functional Manager
- D. A mixture of Functional Manager and Project Manager

回答正确

正确答案: A 你的答案: A

37、 What is the difference between a WP and an activity?

- A. A WP is bigger than an activity, in terms of its financial value
- B. Work packages have more complex interdependencies but activities are usually executed sequentially
- C. An activity is only carried out by one person, but the WP is a team effort
- D. An activity cannot be handed over to a stakeholder

回答错误

正确答案: D 你的答案: A

38、 If I am calculating earliest start and finish dates using a network diagram, then I am using

- A. Precedence diagramming method
- B. Critical chain method
- C. Variance analysis
- D. Critical path method

回答错误

正确答案: D 你的答案: A

39、 Review organisational mission statement, set objectives, and implement strategies through projects, are part of the

- A. Program management

- B. Project management process
- C. Earned value management
- D. Strategic management process

回答错误

正确答案: D 你的答案: A

40、 To compare the financial benefits of large and small projects that run over quite different timescales, you should use a calculation of.

- A. Expected rate of return
- B. Earned value
- C. Net present value
- D. Payback period

回答正确

正确答案: A 你的答案: A

41、 Projects are the principal way that an organisation...

- A. Raises efficiency
- B. Increases market share
- C. Implements change
- D. Improves quality

回答正确

正确答案: A 你的答案: A

42. A project manager presents a summary of project team roles and responsibilities, training needs, and recognition and rewards to the project sponsor for approval. In what activity are they engaged?

- A. Identifying resource risk
- B. Developing the stakeholder engagement plan
- C. Estimating project costs
- D. Developing the resource management plan

回答错误

你的答案: A 正确答案:

43、 Which best describes the QFD approach?

- A. A market in approach
- B. A design approach that focuses on one specific design discipline at a time
- C. A product out approach
- D. Translates technical parameters to customer requirements

回答正确

正确答案: A 你的答案: A

44、 Analogous estimating is also known as what?

- A. Parametric estimating
- B. Top-down estimating

- C. Bottom-up estimating
- D. Three-point estimating

回答错误

正确答案: B 你的答案: A

45、A fixed price procurement contract can be useful to

- A. Ensure any change to scope is funded by supplier
- B. Transfer risks associated with controlling costs to the supplier
- C. Reduce baseline costs of procuring deliverables
- D. Share opportunity associated with controlling costs with the supplier

回答错误

正确答案: B 你的答案: A

46. There is a blank row in a developed relationship section of the house of quality matrix what does it mean?

- A. The customer requirements' targets are defined too high so the technical parameters cannot capture them
- B. Not enough customer requirements are defined
- C. There is a customer requirement that is not related to any technical parameter.
- D. There is a technical parameter that is not related to any customer requirement.

回答错误

正确答案: D 你的答案: A

47、The interactive model of person-to-person communication is useful for.

- A. Setting requirements for the communications plan
- B. Planning communications between individuals or small groups
- C. Broadcasting messages through social media
- D. Planning email communications lists

回答错误

正确答案: B 你的答案: A

48、According to the QFD method, the calculated weight for a

customer requirement is a function of certain parameters which of the following choices is not one of those parameters?

- A. Sales point as special emphasis
- B. Customer requirement importance
- C. The relationship between technical parameter and customer requirements
- D. Customer Requirement target

回答正确

正确答案: A 你的答案: A

49、What is correct about negative float?

- A. The critical path cannot have negative float
- B. Caused when activity durations are too short for the imposed end date

C. Calculated during the forward pass calculation

D An indication of which changes to a network diagram can bring a project on track

回答正确

正确答案: A 你的答案: A

50、 A Project Manager needs which of the following skills to competently manage a project?

A. Technical Project Management skills

B. Technical Project Management Skills, Leadership skills; Strategic and Business management skills

C. Technical Project Management skills; Leadership skills. Engineering background

D. Technical Project Management skills: Strategic and Business management skills

回答错误

正确答案: B 你的答案: A