PMP

模

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题

（二）

弘博创新

1. The stakeholders ask whether the project properly absorbed a recent change request. Which tool should the project manager use to demonstrate this to the stakeholders?
A. Process analysis
B. Pareto chart
C. Ishikawa diagram
D. Quality audit

干系人询问项目是否正确包含最新的变更请求。若要向干系人展示这一点，项目经理应该使用以下哪一项工具？（　　）

A、过程分析　　　　　　B、帕累托图　　　　　C、石川图　　　　D、质量审计

2. The project manager has managed an important project for the customers. The schedule and costs are under control. A key project team member leaves, and the project manager is unable to find a replacement with matching skills and experience. The project manager should do which of the following first?
A. Continue to post advertisements until a qualified resource is recruited.
B. Continue project execution using less skilled resources.
C. Obtain authorization from the customer to terminate the project.
D. Obtain assistance from the project management office.

项目经理为客户管理一个重要的项目。该项目有着进度和成本的控制。这时一个核心团队成员离开了项目，而项目经理又无法找到一个在技能和经验方面都相匹配的资源。项目经理首先应该做的是以下哪一项？（　　）

A、继续发布广告进行招聘，直到找到一个合格的资源
B、使用技能低的资源，继续执行项目
C、获得客户的授权终止该项目
D、获得项目管理办公室的援助

3. The project sponsor requests for a modification to a deliverable. The request is reviewed and approved. What is the project manager's first task?
A. Assess the change management process.
B. Collect the views of the team members and prepare a risk assessment.
C. Determine the work required to make the change.
D. Update the change request status in the change log.

项目发起人请求对某个可交付成果进行修改。该请求已经过评审和批准。项目经理的首要任务是什么？
A、评审项目的变更管理流程
B、收集团队成员的意见，并准备一次风险评估
C、确定变更所需的工作
D、在变更日志中更新变更请求状态

4. A project manager for a bidding project receives preliminary information from the client early cycle. The client requests a fixed-price contract for the entire project. What should the project manager do?
A. Estimate the project based on similar project, explain the assumptions, and present a change management plan to the client to protect the estimate from future scope changes.
B. Estimate the project based on similar protects, and add a reasonable amount of risk contingency to protect the estimate from future scope changes.

C. Estimate the clearly defined requirements, and present this as a fixed-price compact to the first part of the project.

D. Estimate the project based on the information available and initiate claims immediately as soon as any scope changes appear.

一个招标项目的项目经理在项目周期早期从客户那收到初步信息。客户要求为整个项目签订一个固定总价合同项目经理应该怎么做？

A、根据类似项目估算项目，说明假设情况，并向客户提交一份变更管理计划，以评估未来项目范围变更的影响

B、根据类似项目估算项目，并添加合理的风险应急费用，防止估算受到未来范围变更的影响。

C、估算明确定义的需求，并将其作为项目第一部分的固定价格合同提交给客户。

D、可用的信息估算项目，如出现任何范围的变更，立即启动索赔。

5. A project team works overtime to compensate for resource constraints. The project manager notices a conflict between two team members is causing a split in the project team's dynamics. What should the project manager do first to resolve the conflict and restore the project team's focus?

A. Issue a verbal warning to the two teams members causing the conflict.

B. Reallocate the resources to avoid the future conflicts.

C. Meet with the team to identify key problem and allow open discussion to resolve.

D. Escalate the team conflict to the project sponsor.

项目团队用加班工作来补救资源的制约条件，项目经理注意到两个团队成员之间的矛盾正在导致项目团队注意力的分散。项目经理应该采取什么措施来解决和恢复项目团队的注意力？

A、给导致冲突的两名团队成员等发口头警告

B、重新分配资源，避免将来产生的冲突

C、与团队开会，确定关键问题所在，并允许公开讨论解决

D、将团队冲突上报给项目发起人。

6. Due to significant cost overruns, the steering committee decides to terminate the project. The key stakeholders don't agree with this decision. Because they believe the real value of the project goal can't be measured in terms of money. The steering committee's chairman arranges the project manager prepare a lessons learned presentation for a joint meeting of the key stakeholders, sponsor, and the steering committee. The chairperson expects the activities to ease the tension among the departments. The project manager must travel to company headquarters to do this report. What should the project manager update?

A. Project scope statement.

B. Risk management plan.

C. Organizational process assets.

D. Project management plan.

项目指导委员会因重大成本超支而终止项目。利害关系者不赞同该决定。因为他们以为项目目标的真实价值无法以金钱来衡量。指导委员会主席让项目经理为主要利害关系者、赞助者、指导委员会联合召开一场会议，会议准备一场经验教训报告。主席希望借此缓解部门间的紧张气氛。项目经理必须前往公司总部做这个报告。项目经理应该更新哪一份文件？

A、项目范围说明书   B、风险管理计划   C、组织过程资产   D、项目管理计划

7. During the implementation phase, the project manager becomes aware that the stakeholders of the project in multiple positive and negative ways. What should the project manager avoid this situation?

A. Ask the senior management and the project sponsor to reduce the number of key stakeholders.

B. Implement a stakeholder analysis and group the stakeholders by using a power/interest grid.

C. Focus the management actions on key stakeholders.

D. Update the risk register.

项目进入实施阶段后，项目经理意识到项目干系人在项目中存在多个积极或消极的方式。项目经理应该如何避免种情况？

A、询问高级管理层和发起人，减少关键干系人的数量

B、执行一项干系人分析，并按干系人权力/利益方格分类

C、将管理活动集中在关键干系人上

D、更新风险登记册

8. Which of the following documents can be found on the product or service to be delivered to the narrative descriptions?

A. Project plan.

B. Project statement of work.

C. Project scope.

D. Project integration management.

下面哪一份文件中可以找到有关待交付产品或服务的叙述性说明？

A、项目计划　　　　B、项目工作说明书　　　　C、项目范围　　　　D、项目整合管理

9. Due to explosion at the factory of the company's preferred supplier, the supplier tells informs the project manager that the ordered items for the project cannot be delivered in time, As these can be easily replaced by other items, the project manager uses the second-best supplier as stated within the risk management plan. This is an example of which of the following?

A. A contingency plan.

B. A contingency allowance.

C. Workaround.

D. A fallback plan.

某工厂中发生爆炸，供应商通知项目经理为项目订购的产品将不能如期到位，为此项目经理不得不考虑使用其它产品替换，项目经理使用了风险管理计划中说明的次供应商。请问，这是采用了以下哪一项措施？

A、应急计划　　　　B、应急补助　　　　C、权变措施　　　　D、弹回计划

10. In a deployment project occurred after the change, the project manager assesses the impact of the delay completion of the project. After making changes to the document, submitted to the organization of the Change Control Board and approved by the Committee. After the project is completed, the sales team to convey customer complaints of delay in the delivery of another product, the product depends on the deployment project. What could be done differently to avoid this situation?

A. Update to the deployment team's schedule following the change.

B. Risk mitigation activities to reduce the change's impact to the schedule.

C. Stakeholder involvement in the change control board.

D. Communication of the changed timeline to project stakeholders.

在某个部署项目发生变更之后，项目经理评估导致延迟项目完工的影响。制作变更文件，提交到组织的变更控制委员会，并获得该委员会的批准。项目完成后，销售团队转达了客户对另一个产品延期交付的投诉，该产品赖于这个部署项目。为了避免这种情况，项目经理解决这种情况的不同做法是什么？（　　　　）

A、变更之后，更新到部署团队的进度表

B、实施风险减轻活动以减少变更对进度的影响

C、干系人参与变更控制委员会

D、项目干系人沟通变更的工期

11. During the project performance is reviewed, the project manager identifies some activities that cannot be completed on time, because of poor team performance. What would be the next step for the measures to take?

A.   Offer rewards for team members willing to work overtime to meet project needs.

B.   Look for root causes that may be affecting team performance.

C.   Review the schedule to align it to current team performance.

D.   Promise training sessions to increase team performance.

在项目绩效审核期间，项目经理确定由于团队绩效较差，某些活动未能按时完成。下一步采取的措施是什么？

A、为愿意加班的团队提供奖励，满足项目需求

B、寻找可能影响到项目团队绩效的根本原因

C、检查进度表，将其调整到目前团队绩效的水平

D、推动培训课程，提高团队绩效

12. In an ongoing project, the project sponsor and a manager of the performing organization have conflicts. What would be your comment on this situation?

A.   The project manager needs to step in and handle stakeholder expectations. Stakeholders may have different objectives and interests in a project.

B.   The project manager needs to step in and handle stakeholder expectations. All stakeholders are supposed to have the same objectives and interests in a project.

C.   The project manager will resolve in favor of the project sponsor since he is providing the funds for the project.

D.   He project manager will resolve in favor of the manager of the performing organization since they are executing the project and need to be kept in good performance.

在正在实施的项目里，执行组织的项目发起人和项目经理发生冲突。您将对此种形式给出什么建议？

A、项目经理需要介入和处理项目干系人期望，项目干系人对项目可以有不同的目标和利益

B、项目经理需要介入和处理项目干系人期望，所有干系人被假设多项目有相同的目标和利益

C、项目经理将要解决项目发起人的关注，因为发起人正在给项目提供资金

D、项目经理将要解决执行组织经理的关注，因为他们正在实施这个项目并需要保持良好的绩效

13、The customer asks the project manager to have the system online within one week. There are still bugs in the system, but the project manager wants to meet the customer's desire to have the system running on time. The project manager should choose which of the following risk strategies?

A.   Mitigate.

B.   Accept.

C.   Transfer.

D.   Avoid.

客户要求项目经理在一星期内让系统上线。系统仍有些小缺陷，但是项目经理希望满足客户的期望让系统按时线。项目经理应该选择下列哪一项风险策略？

A、减轻   B、接受   C、转移   D、回避

14、 The project manager receives negative feedback from the customers for the product quality attributes. In order to solve this problem, there were changes manufacture craft. To evaluate the changes to the process to solve the expected improvement is effective. Whether the process changes were ensure quality control tool would the project manager find the most useful tools?

A. Design of experiments.

B. Pareto chart

C. Control chart.

D. Cause and effect diagram.

项目经理接到客户对于产品质量属性的负面反馈。为解决这个问题，对制造工艺进行了变更。若要评估工艺变更解决期望的改进是否有效，下列哪一项质量控制工具对项目经理最有用？

A、实验设计　　　 B、帕累托图　　　 C、控制图　　　 D、根本原因分析

15、A project team wants to hire a third-party company to design and implement a project component. What technique ensures fairness when selecting a vendor?

A. Advertising.

B. Bidder conferences.

C. Request for proposal.

D. Qualified seller list.

项目团队希望聘用第三方公司来设计和执行一部分项目。在选择供应商时，下列哪一项技术能够确保公平性？

A、广告　　　　　 B、投标人会议　　　 C、建议邀请书　　　　 D、合格卖方清单

16、 As a result of changes in an organization's structure, stakeholder A takes on new responsibilities and steps down from the steering committee. Stakeholder A's replacement, stakeholder B, raises issues regarding the project's benefits. What should the project manager do first?

A. Document the issues in the issue log and update the project benefits.

B. Update the project management plan.

C. Meet with the stakeholders, including the project sponsor.

D. Update the stakeholder register and refer to the stakeholder management plan

由于组织结构的变化，干系人 A 承担了新的责任，并已经从指导委员会辞职。干系人 A 的替代者干系人 B，提出项目商业利益有关的问题。项目经理首先应该怎么做？

A、在问题登记册中记录该问题，并更新项目利益

B、更新项目管理计划

C、与干系人会面，包括项目发起人

D、更新干系人登记册，并参考干系人管理计划

17、A project does not meet the project schedule requirements.　A new project manager is taking over the project and he needs to review the project schedule to ensure that the project can be completed on time. What method should be used for the critical path?

A. Compress the schedule on the line A-B-F-D

B. Compress the schedule on the line A-G-C-D

C. Implement the parametric estimating for the line A-G-C-D

D. Implement the parametric estimating for the line, the A-E-F-D
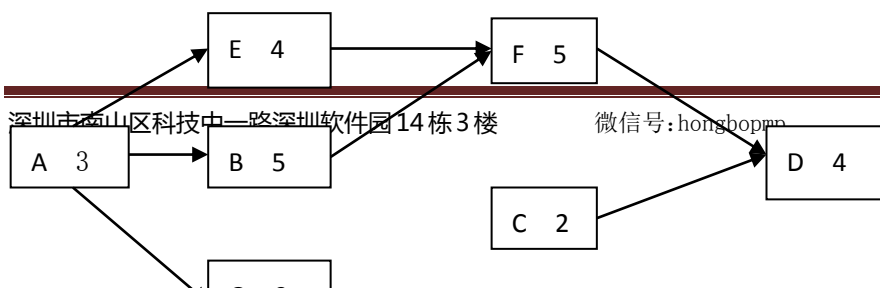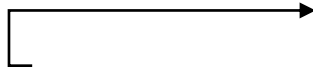
某项目未达到项目工期要求，新项目经理正在接管项目并需审查项目时间表，以确保项目如期完工，应针对上图的关键路径采用何种方法？

A、压缩路线 A-B-F-D 上的进度

B、压缩路线 A-G-C-D 上的进度

C、针对路线 A-G-C-D 实施参数估算

D、针对路线 A-E-F-D 实施参数估算

18、The project manager completes the project charter. What is the next activity the project manager needs to do?

A.　Create Detailed Stakeholder Register.

B.　Create Requirements Documentation

C.　Create Stakeholder management strategy

D.　Create Quality Management Plan.

项目经理完成了项目章程，项目经理需要做的下一个活动是什么？

A、创建详细的干系人登记册

B、创建需求文件

C、创建干系人管理策略

D、创建质量管理计划

19、The project manager realizes deliverables must go through a network design experts to review, but the experts at present is currently not available in the company. The project manager needs to assist with this task. What should be included in the request for proposal to indicate this project requirement?

A.　Risk breakdown structure.

B.　Statement of work.

C.　Organizational breakdown structure.

D.　Work breakdown structure.

项目经理认识到可交付成果必须经过一名网络设计专家审查，但该专家目前不在公司。项目经理需要另一名供应商协助这项任务。那么建议邀请书中应包含下列哪一项？

A、风险分解结构

B、项目工作说明书

C、组织分解结构

D、工作分解结构

20、A formal request for proposal is submitted, and the potential vendors have submitted their bids. The bid package of all vendors includes two envelopes one being the technical and the other being the financial proposal. The project buying officer receives three quotations vendor A.US$1.2 million vendor B, US$1.4 million ,and vendor C,US$1 million .The project buying officer told the project manager about the difficulties deciding which proposal to select. What did the project manager forget to provide to the project buying officer?

A.　Source selection criteria.

B. Qualified seller list.

C. Seller proposals.

D. Make-or-buy decisions.

在正式建议邀请书发出后，潜在供应商提交了投标文件。所有供应商的投标包括两个信封：一个是技术提案，另个是财务提案。项目采购人员收到三份报价：A 供应商：120 万美元；B 供应商：140 万美元；C 供应商：100 万美元。项目采购人员向项目经理通报了选择提案的困难。请问，项目经理忘记向项目采购人员提供什么了？

A、供方选择标准

B、合格卖方清单

C、卖方建议书

D、自制或外购决策

21、The project team will miss a deadline for a client's deliverable. What should project manager first do?

A. Review options for meeting the deadline with the team

B. Inform the stakeholder of the change in the schedule

C. Initiate a reward system so the deadline will not be missed

D. Search the risk management plan to define proper actions against this risk

项目团队将不能如期完成一个客户可交付成果。项目经理首先应该怎么做？

A、与团队一起审查满足期限的选择方案

B、将进度变更通知干系人

C、启动奖励体系，以便不会错过期限

D、搜索风险管理计划，确定应对这项风险的正确措施

22、The project manager discusses the project charter with a colleague who admits not using the charter. To explain the colleague of its importance, the project manager states that the project charter is important, because the approval of the project charter implies which of the following?

A. Formal start of the initiation phase.

B. Formal start of the execution phase.

C. Formal approve detailed list of requirements.

D. Formal authorization of the project.

项目经理正与一名承认未使用项目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，项目经理表明目章程很重要。因为项目章程的批准意味着？

A、启动阶段正式开始

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

23、In a status meeting, a project team member states that a specific risk is no longer applicable to the project. How should the project manager verify that the risk can be removed?

A. Rescore all risks to see if the risk exposure is zero for this risk.

B. Employ Delphi technique with stakeholders to determine the risk is true disposition.

C. Reassess the risk as part of a project review meeting.

D. Review the contingency reserve to determine if the potential risk is active.

在状态会议上，项目团队成员声称某个具体风险已经不再适用项目。项目经理应该如何核实该风险可以移除？

A、重新给所有风险评分，看该风险的风险暴露值是否为零

B、与干系人应用德尔菲技术，以便确定风险的真实状态

C、重新评估风险，作为项目评审会的一部分

D、评审应急储备金，确定潜在风险是否是活动的

24、 The purpose of the status meeting is to:

A、Exchange information about the project.

B、Have team members report on what they are doing.

C、Issue work authorizations.

D、Confirm the accuracy of the costs submitted by the team

项目状态会议的目的是？

A、交换项目信息。

B、团队成员汇报他们正在做什么。

C、发布工作授权。

D、确认团队提交的成本是准确的。

25. Using the management reserve on the project pushes the S-Curve of actual cost in which direction?

A.　Right　　　　　B. Up　　　C. Down　　　　D.　Left

使用项目的管理储备能够将实际成本的 S 曲线推向哪一个方向？

A、右　　　　　　　B、上　　　　C、下　　　　　D、左

26、 The project manager is assigned to a project, which has already started, and has logged several completed activities. The project charter is not complete or approved. The project scope statement is also not finished. The program manager wants the project manager to create a work breakdown structure. Which of the following should the new project manager do next?

A. Finish the project charter with the sponsor.

B. Finish the project scope statement.

C. Create the work breakdown structure.

D. Do thing until the charter is formally authorized.

项目经理被分配到一个项目中，此时项目已经开始，并且记录了许多已经完成的活动。而项目章程既未完成也未获得批准，项目范围说明书也还未完成。项目集经理打算让项目经理创建一个工作分解结构。新项目经理接下来应该执行下列哪一项？（ 　　　 ）

A、与赞助人共同完成项目章程

B、完成项目范围说明书

C、创建工作分解结构

D、办事直到项目章程获得正式批准

27、 The portfolio steering committee finds a project is poorly planned and immediately wants it terminated. The project manager is asked to initiate the project closure. What should the project manager do?

A. Initiate the risk response plan and immediately start to close project.

B. Submit a change request at once, and effort to convince management to the closure risk

C. Notice to project team to get everything ready, verify scope well, prepare to deliverable acceptance.

D. Analyze the causes and impacts of terminating the project, until find the best way to close project.

项目组合指导委员会发现一个项目的计划很差并希望立即终止这个项目。项目经理被要求启动项目收尾。项目经理应该怎么做？（ 　　　 ）

A、启动风险响应计划，立即开始项目收尾

B、应该立即提交变更请求，努力说服管理层此时收尾的风险

C、通知项目管理团队做好一切准备，核实好范围，准备可交付成果的验收

D、分析终止项目收尾的原因以及影响，直到找到最好的收尾办法

28、In the project implementation process, the project team members exist between serious interpersonal issues. What strategy should be used to improve the performance of the project team members？

A.　Establish recognitions and rewards system to motivate the individuals to perform as a team member's obligation.

B.　The project team members for individual training to enhance their skills.

C.　Set rules in order to clarify acceptable behavior.

D.　Work in a common room to enhance their ability to perform as a team.

在项目实施过程中，项目团队成员之间存在着严重的人际冲突。项目经理应该采用什么策略提高项目团队成员之间的绩效？（   ）

A、建立认可与奖励制度，以激励个人作为团队成员的义务

B、对团队成员进行培训，以期提高他们的技能

C、为了说明可被接受的行为，制定规则

D、让团队在一个共同办公室中集中办公，提高他们作为团队工作的能力

29、A new project manager is developing a project management plan. The project manager has no experience on the project area. Which of the following should the project manager's benefit from the experience of others?

A.　Team performance assessment.

B.　Performance report/

C.　Historical information.

D.　Stakeholders register.

新项目经理正在制定项目管理计划。但项目经理对该项目领域没有经验。若要从其他人的经验中获得,项目经理应该参考下列哪一项？（   ）

A、团队绩效评估　　　　　B、绩效报告　　　　　C、历史信息　　　　　D、干系人登记册

30、A full-time project manager who fully control of the project's budget and has middle-high levels of authority, is part of which type of organization?

A．Projectized （authority is high to almost total）

B．Weak matrix

C．Strong matrix （authority is moderate to high）

D．Functional

全权控制项目预算并具有中高级别职权的全职项目经理属于下列哪一项？（   ）

A、强矩阵型　　　　　B、弱矩阵型　　　　　C、项目型　　　　　D、职能型

31、Due to defects, the company's latest product receives negative customer review. Which tools and techniques should the project manager have used to reduce the defects?

A.　Risk register and issue logs.

B.　Cost of Quality and control charts.

C.　The change logs and performance reports.

D.　Quality metrics and quality control measurements.

由于缺陷，公司的最近产品收到客户的负面评价。若要减少缺陷，项目经理应该使用下列哪一项？（　　　）

A、风险登记册和问题日志

B、质量成本和控制图

C、变更日志和性能报告

D、质量测量指标和质量控制测量结果

32、What is wrong in this diagram?
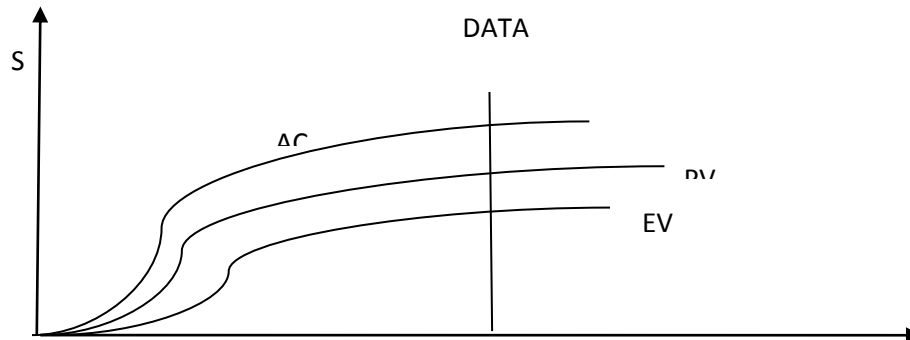
A. B and C.

B. AC cannot be assessed beyond the data date.

C. EV cannot be assessed beyond the data date.

D. PV cannot be assessed beyond the data date

图中哪里有错误？（　　　）

A、B and C

B、AC 不能超出数据日期估算

C、EV 不能超出数据日期估算

D、PV 不能超出数据日期估算

33、A large project is underway when one of the team members reviews the project status report. He sees that the project is currently running late. As he looks at the report further, he notices that the delay will cause one of his activities to be scheduled during a time he will be out of the country and cannot work on the activity. This is of great concert because he is very committed to the project being successful and he does not want to be the cause of the project being further delayed. What is the BEST THING for him to do?

A. Contact the project manager immediately to provide the project manager with his schedule.

B. Include the information in his next report.

C. Request that the issue be added to the project issue log.

D. Recommend preventive action.

某个大型项目正在进行中，一名团队成员回顾项目状态报告时，发现项目现在已经拖延了。根据他的分析，拖延势必会导致他在出国之前无法正常完成项目活动。这是一个大型的音乐会，非常有利于项目的成功。但他又不希望项目会被进一步的拖延。下面哪一项是他最佳的选择？（　　　）

A、立即联系项目经理，并把他的进度表提供给项目经理

B、在其下一次的报告中包括这些信息

C、将此问题追加到项目问题日志中

D、推荐预防措施

34、A company plans to host a regional conference. The last similar conference is not successful. The project manager appointed to lead this conference expects a flawless this conference will be a complete success.

To analyze the problems from the last conference and determine steps for this conference to success. What the tools and methods should the project manager use?

A. Ishikawa diagrams.

B. Histogram.

C. Control charts.

D. Prato charts.

某公司计划举行一次区域会议。上次的类似会议没有成功。指定负责该会议的项目经理希望这次会议能够取得圆满成功。为了分析上次会议出现的问题以及确定成功举行本次会议的步骤，项目经理应该采取何种工具或方法？（   ）

A、石川图

B、直方图

C、控制图

D、帕累托图

35、The project manager receives an e-mail from a functional manager stating that the last piece of the work being completed, tested, and commissioned. What should the project manager do first?

A. Inspection

B. Update project baselines and procurement plan.

C. Obtain formal acceptance by the customer.

D. Work for another project; decrease the project team to another project.

项目经理接到一封来自职能经理的电子邮件，说明上一件工作已经完成，并完成测试和开始使用。项目经理首先应该怎么做？（   ）

A、检查

B、更新项目基准及采购计划

C、获得客户的正式验收

D、解散项目团队，为另一个项目工作

36、A project is due for completion in six months. Midway through the project, a new technology is introduced to the marketplace. The project must incorporate the new technology and deliver it on time. What is the first document the project manager should update?

A. Project management plan.

B. Quality management plan.

C. Cost management plan.

D. Project schedule.

某项目的工期为 6 个月。在项目中途，一项新技术被引进到市场。项目必须包含新技术，并按时交付。项目经理应该更新的第一份文件是什么？（   ）

A、项目管理计划

B、质量管理计划

C、成本管理计划

D、项目进度

37、A project requires a number of the professional talents; these professionals use system knowledge to solve practical problems encountered in the project. In the project implementation stage, a key resource suddenly resigned. What should the project manager in the face of this state be done?

A. Immediately contact the consulting firm resources

B. To determine whether the risk will happen.

C. Redistribute work to other team members.

D. Reduce the expert responsible for the deliverables range.

某公司的一个项目需要一些专业的人才，这些专业人才使用与系统相关知识来解决项目中遇到的实际问题。在项目执行阶段后期，一名关键资源突然辞职。项目经理面对这种状态应该怎么办？（　　　）

A、立即联系咨询公司的资源

B、确定是否会发生风险

C、将工作重新分配给其它团队成员

D、减少该专家负责的可交付成果范围

38、A new project manager is hired by a company to manage project similar to the previous project. The project manager estimates the costs using the analog estimating technique to estimate the cost. What should the project manager consider doing to finish the cost estimation?

A. Consultation with the project sponsor.

B. Executive deviation analysis.

C. Review the project charter.

D. Perform the reserve analysis

新项目经理接受一家公司管理一个与之前项目类似的项目。项目经理使用了类比估算技术来估算成本。为了完成项目估算，项目经理应该怎么做？（　　　）

A、与项目发起人协商

B、执行偏差分析

C、审查项目章程

D、执行储备分析

39、During the execution phase, the supplier selection team gathering evaluation material. The information is made the decision for a customer relationship management system. In order to actively carry out project work, the project manager will use which of the following?

A. Proposal evaluation sheet.

B. Make-or-buy analysis.

C. Project statement of work.

D. Earned value analysis.

在项目实施阶段，供应商选择团队收集评估资料，做出选择客户关系管理体系的决策。为了积极开展项目采购工作，项目经理应该使用下列哪一项工具？（　　　）

A、建议书评估表

B、自制或外购分析

C、项目工作说明书

D、挣值分析

40、In a project, a modent occurs which impacts the cost of the project, but don't affect the time. The event was previously identified as a potential risk by the project team. What should the project manager do to limit the impact of the incident on the cost of the project?

A. According to the risk register to determine the appropriate and agreed upon response's measures

B. Analyze the incident, including impact on cost and time, and create a change request.

C. Start a workaround and implement this immediately to minimize cost overruns by different.

D. Develop a sensitivity analysis to determine the flexibility in cost overruns.

某公司最近发生了一个事件。该事件影响到了项目成本，但是未影响到时间。该事件之前项目团队已经发现项目确实存在着潜在的风险。为了减少该事故对项目成本的影响，项目经理应该怎么做？（　　）

A、根据该项目的实际状况，确定适当的和既定的应对措施

B、分析该事故对成本和时间的影响，并创建变更请求

C、启动风险响应并立即实施，尽可能减少成本超支

D、针对该事故制定不同应对的成本超支灵活性

41、Diagram 1 shows the sequence of activities for project XYZ and its duration. The project manager is asked to reduce the project duration by two weeks. None of the activities can be fast tracked. Activities A and F cannot be crashed, activity G can be crashed by two weeks; and all other activities can be crashed by one week. To meet the new project duration requirement, which of the following will the project manager decide to do?

A.　Crash activity G.

B.　Crash activity C and D.

C.　Crash activity G, C and B.

D.　Crash activity G,D and C.

图一显示了 XYZ 项目的活动顺序及其持续时间。项目经理被要求将项目工期缩短两周。所有活动都得加快进度，但是活动 A 和 F 无法赶工，活动 G 的进度可提前两周，其他活动可将进度提前一周。若要满足项目的工期要求，项目经理将决定采取下列哪种行动？（　）

A 1 周 → B 2 周 → C 3 周 → D 2 周 → 结束
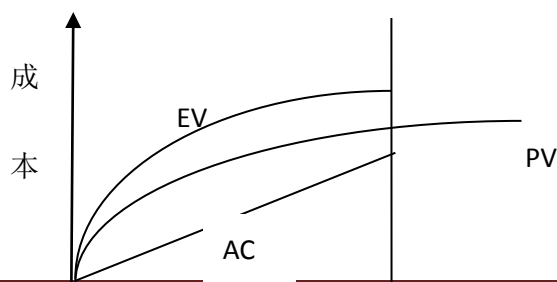
A 1 周 → F 2 周 → G 5 周 → 结束

D 2 周 → G 5 周
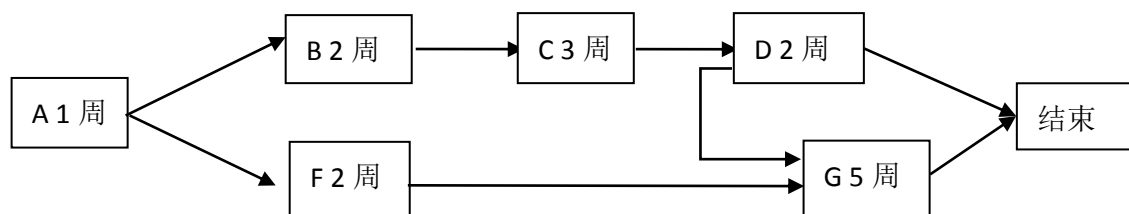
A、加快活动 G 的速度

B、加快活动 C 和 D 的速度

C、加快活动 G、C 和 B 的速度

D、加快活动 G、D 和 C 的速度

42、The S-curves analysis of a project is given. Which of the following represent the project?

A.　On schedule and budget.

B.　On budget but behind schedule.

C.　Ahead of schedule and cost underrun.

D.　Over budget but on schedule.

某个项目的 S 曲线已提供。下面哪一项该项目的最佳描述？（　　）

成本

EV

PV

AC

时间

A、符合进度和预算

B、符合预算但落后于进度

C、超前于进度和成本结余

D、超出预算但符合进度

43、Held with the project stakeholders in kick-off meeting, a never before offer advice stakeholders questioned the project baseline. With the stakeholders for serious discussion, obviously still unable to get the project baseline. What should the project manager take appropriate measures to?

A. Explain the details of the project baseline, and from the planning process begin to assess opinion data

B. Explain to the stakeholders in the stage, it can't consider the idea of reason

C. Puts forward change request to evaluate the new conditions to the stakeholders,

D. Insist on project planning approval, and in the follow-up phase if the new opinion investigation.

在与项目干系人召开的项目启动会上，一名之前从来没有提供意见的干系人，此时质疑项目基准。在与该干系人进行认真的讨论之后，很明显仍无法获得项目基准。项目经理应该采取的适当措施是什么？（　　　）

A、说明项目基准的详细情况，并从计划过程开始评估意见数据

B、向干系人解释在该阶段无法考虑这个意见的原因

C、向干系人提出变更请求来评估新的情况

D、获得项目计划批准，并在后续阶段对新意见展开调查

44、The chief architect of the project and the key client representative cannot cooperate on the project. Which adversely impacts the project's progress? What should the project manager address this issue?

A. Determine a senior employee to act as an arbitrator between the architect and the clients' representative.

B. Request total architect project manager to discuss this problem with the architect.

C. In consultation with the project sponsor to replace the key client representative.

D. Identify the chief architect and the common interests of the clients' representative, determine possible solutions.

项目的总建筑师和业主代表不能在项目中合作，这对项目进度带来不利影响。项目经理如何对待这个问题？（　　　）

A、确定一名高级员工作为建筑师和业主代表之间的仲裁人

B、要求总建筑师的一线经理与该建筑师讨论这个问题

C、与项目发起人协商更换关键业主代表

D、找出总建筑师和业主代表的共同利益，确定可能的方案

45、A company obtained a project in a new region. The project manager identified the risk of the project and the sort. Which of the following actions should the project manager take next?

A. Plan Risk Responses process.

B. Develop appropriate measures, and improve the positive risk or opportunity.

C. Improve opportunities and reduce threats.

D. Update risk information.

某公司在一新地区获得一个项目，项目经理识别了该项目风险并予以排序。项目经理接下来应该采取下列哪项行动？（　　　）

A、实施规划风险应对过程

B、制定恰当措施，提高积极风险或机会

C、提高机会、降低风险

D、更新风险信息

46、Together with your team, you applied three-point estimation on a critical path which consists of two activities. The following duration uncertainties are all calculated assuming ±3 sigma confidence interval. The duration uncertainty-defined as pessimistic minus optimize-of the first activity is 18 days; the second estimate has an uncertainty of 24 days. Applying the PERT formula for paths. What is the sigma of the entire path?

A.   No statement is possible from the information given.

B.   30 days.

C.   7 days.

D.   7 days.

你与项目团队把三点估算方法应用于具有两个活动的关键路径上。下列历时的不确定性都基于 ±3 西格玛置信区间。历时不确定性（定义是最悲观估算-最乐观估算），活动一是 18 天，活动二是 24 天，使用 PERT 公式法，整个关键路径的西格玛是多少？（   ）

A、根据所给信息无法估算

B、30 天

C、7 天

D、5 天

47、A specific, well-defined deliverables is being developed by a company facility located in a country. Management decided to sell this portion to different organization. The project manager is left with the task of replacing the capacity offered by that facility to the deliverables. If according to the budget and risk will be retained in the lower levels, what should the project manager do?

A.   Obtain the project resources to join the project to develop the deliverables.

B.   Sign a contract with an external company to develop the deliverables.

C.   Employ the contractor on a time and material basis to complete the deliverable.

D.   Develop the deliverables and train the projct's resource currently allocated to other tasks.

一个具体、定义明确的可交付成果正在由位于一个国家的一家公司开发。公司决定出售一部分可交付成果给另一家公司去做。项目经理被安排留下来完成该部分可交付成果的交接工作。若要按照预算且将风险保留在较低水平，项目经理应该怎么做？（   ）

A、获得新的项目资源，直到完成项目可交付成果

B、与一家外部公司签订一份合同，开发可交付成果

C、以工料合同方式雇佣承包商，完成可交付成果

D、培训目前被分配到其他任务的项目资源，开发可交付成果

48、Which of the following tools and techniques are used in procurement planning?

A.   Reserve analysis.

B.   Make-or-buy analysis.

C.   Bidder conferences.

D.   Vendor bid analysis.

采购规划中运用了下列哪种工具和方法？（   ）

A、储备分析

B、自制或外购分析

C、投标人会议

D、供应商投标分析

49、A project in the implementation process requires the use of new specific software. During the project kick-off meeting, a team member remembers it on a previous project; they had bought and used the first version of that software tool which caused a lot of problems. What should the project manager do next?

A. Explained that technology has changed greatly since the task project, so it will never arise the issues.

B. Performed risk register for the past project to identify similar risks in the new project.

C. Report the potential risk, immediately to the project sponsor so extra funding can be acquired.

D. Close project and collect lessons learned, so future projects can benefit from this lessons learned.

某项目在实施过程中需要使用新的特定的软件。在项目启动大会上，一名团队成员记得在之前的一个项目上，他们购买并且使用了该软件工具的其中一版，但该软件造成了许多问题。项目经理接下来应该怎么做？（   ）

A、向团队成员解释说，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、查询以往项目的经验教训登记册，识别新项目中的类似风险。

C、设法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。

50、The process of implementing a risk response plan involves which of the following?

A. Monitoring effectiveness of plan.

B. Decrease probability and impact assessment.

C. Perform qualitative risk analysis.

D. Perform quantitative risk analysis.

风险应对计划实施过程中涉及以下哪一项？（   ）

A、监控计划的有效性

B、减少风险概率和影响评估

C、实施风险定性分析

D、实施风险定量分析

51、The project manager and design team identify a risk for the lower performance leaded to product life cycle. What should the project manager and team do next?

A. Escalate the problem immediately.

B. Determine the likelihood of the event happening.

C. Ask management to contract a third party.

D. Focus on work finish the project on time.

项目经理和设计团队识别到一个可能导致产品在生命周期内性能低下的风险。项目经理和团队接下来应该怎么做？（   ）

A、立即上报问题

B、确定该事件发生的可能性

C、让管理层分包给第三方

D、集中精力工作，按时完成项目

52、A company wants to be the industry global market leader and starts a project to develop a new product implementing an innovative technology. What should the company's project initiator complete first?

A. Project statement of work.

B. Project plan.

C. Agreements.

D. Business Case.

一家公司欲成为全球市场行业领军企业。启动一个项目来研发实施了创新技术的新产品。公司的项目发起人首先应该完成下列哪一项？（　　　）

A、商业论证

B、项目工作说明书

C、协议

D、产品规格书

53、During the assessment of project performance, the project manager found the cost performance index of 0.94.What should the kind of this situation show?

A. Project cost overrun for work completed.

B. Project will be completed ahead of schedule.

C. Project cost underrun for work completed

D. Deviation to the schedule baseline is 6%.

在项目绩效评审期间，项目经理发现成本绩效指数为 1.005，这说明什么？（　　　）

A、项目工作成本超支

B、进度可能会提前完成

C、项目工作成本结余

D、进度基准的偏差为 6%。

54、A project is using a productive infrastructure in a large operating environment. The project is an accident occurred at this time, but a technical solution is implemented to resolve the problem. Despite the circumstances a project stakeholders are still complaints because:

A. The project sponsor had not received any notification, and without the approval of the chosen option.

B. The risk was not identified and assessed, and update in the risk log.

C. The change control board was informed, and the incident was not evaluated.

D. The change created a risk that could have caused a major operational impact.

某项目在一个大型操作环境中使用生产性基础设施，此时项目发生了一次事故。但是实施了一个技术解决方案来解决问题。在这种情况下，一名项目干系人仍然投诉，这是因为：（　　　）

A、项目发起人未得到通知，且未批准所选择的方案

B、风险未识别，评估且在风险日志中更新

C、变更管理委员会未得到通知，且事故未进行评估

D、变更造成了一个可能已经导致重大操作影响的风险需要审查该文件，确保在项目工作全部完成后才宣布项目结束

55、What the following is the correct definition of a stakeholder for a project?

A. It has an interest in the outcome of the project.

B. It has contributed financially to the project.

C. Who has contractually agreed to the project.

D. Completion of any company involved in the project.

以下哪一项是干系人对项目的准确定义？（　　　）

A、包含项目利益结果

B、提供项目财政支持

C、具有项目合同契约

D、涉及任一项目的完成情况

56、An international company is looking to expand its organization. Part of the expansion plan includes establishing a series of branch offices in selected geographically place. The project charter has been drafted by the sponsor, who is now seeking the project manager's help, and finally determines the content of the project. Below is an exception of the current version of the charter.

Project charter except:

Overall Purpose: Expand the company's presence in growing markets and offer more local access to private customers.

Objectives:

1. Establish a number of branch offices.

2. Increase the number of private customers.

3. Offer a range of services.

4. High level risks.

5. Limited knowledge of local conditions, rules and regulations.

6. A rapidly developing unstable market.

7. Large number of competitors looking at the same opportunities.

What should be further improved in the project charter to increase the changes of a successful?

A.   Improve the project's purpose to clarify the overall goal.

B.   Improve the risks by developing a set of clear risk response.

C.   Improve the objectives and add a definitive measure to each of them.

D.   Leave the charter and start converting this into a project management plan.

某国际公司希望扩张其组织。其扩张计划的其中一部分包括在选定地理位置建立一系列分支机构，项目发起人已经草拟了项目章程，现在正在寻求项目经理的帮助，最终确定项目章程的内容。以下是有关项目章程的摘录：（　　　）

总体目的：扩大公司在成长市场的影响力，向私人客户提供更多的本地接入服务。

目标：1、建立多个分支机构；2、增加私人客户的数量；3、提供一系列服务；4、高层次风险；5、对当地条件、规则和法规的认识有限；6、快速发展的不稳定市场；7、竞争对手都在关注相同的机会。

为了增加成功完成和验收的几率，还应该进一步完善项目章程的哪些内容？

A、完善项目目的，说明总体目标。

B、过制定一套明确的风险响应策略，完善风险计划

C、完善目标，对每个目标添加确定的衡量措施。

D、将项目章程保留原样，开始将章程转换成项目管理计划。

57、While presenting the project management plan to stakeholders, the project manager notices a stakeholder who has little organization power, demonstrating little interest. What method should the project manager use to manage this stakeholder?

A.   Monitor this stakeholder

B.   Manage this stakeholder closely

C.   Keep this stakeholder satisfied

D.   Keep this stakeholder informed

在向干系人提交项目管理计划时，项目经理注意到其中一名几乎没有组织权力的干系人表现出对项目没有兴趣。项目经理应使用什么方法来管理该干系人？（　　　）

A、监察该干系人

B、密切管理该干系人

C、保持让该干系人满意

D、保持让该干系人获得通知

58、During the execution phase, marketing informs the sponsor that focus groups give the product mixed reviews and a minor change is required. The sponsor instructs the project manager to incorporate the change, because it will not change the scope or budget. What should the project manager do next?

A. Document the requested change.

B. Assign responsibility for implementing the change.

C. Communicate the change to the affected parties.

D. Convene the team to evaluate the impact of the change.

在执行阶段，市场部通知项目发起人中心小组提供了产品的混合审查,需要进行细微变更。项目发起人指示项目经理包含变更，因为该变更不会改变范围或预算。项目经理接下来应该怎么做？（　　　）

A、记录要求的变更

B、为执行变更分配职责

C、与受影响的方沟通该变更

D、召集团队来评估变更的影响。

59、The project is the middle of a long-term project when a major error is discovered by the develop team this error can be fixed by implementing a large change to the scope of the project. This change could influence both time and budget plans. What should the project manager do first?

A. Analyze the change request and present it to the change control board.

B. Implement the change request and inform the stakeholders afterwards.

C. Implement the change request and present it to the change control board afterwards.

D. Analyze the change request and present it to the steering committee.

某项目处于一个长期项目中间，此时研发团队发现了一个重大失误。该失误可以通过变更一个大型的项目范围而得以修正。但该变更可能同时影响到时间和预算计划。项目经理首先应该做什么？（　　　）

A、分析变更请求并提交变更控制委员会。

B、执行变更请求，之后通知干系人。

C、执行变更请求，之后把它交给变更控制委员会。

D、分析变更请求并将其提交给指导委员会。

60、A project manager leads a project with resources spread over many countries. During project execution, it is identified that some teams have a serious conflict. What should the project manager do?

A. Initiate a team performance assessment exercise and the identified issues.

B. Perform a kick-off meeting with the team to ensure the resources being satisfied.

C. Reduce a scope of the work for the affected teams.

D. Initiate a team building activity to motivate the teams.

项目经理领导着一个分散在许多国家的项目资源。在项目执行期间，有些团队成员发生了严重的冲突。对此情况。项目经理应该怎么做？（　　　）

A、启动团队绩效评估和明确问题的发生

B、与团队一起召开一次开踢会议以确保资源得到满足

C、减少受影响团队的工作范围

D、启动一次团队建设活动以激励团队

61、The project wants to build a long channel with 12 kilometers. The project budget is 1 million; it is expected to build 100 meters of runway. The senior management requires the project manager to use earned value management (EVM) monthly to promoters report state. After six months, the project has completed the 600 meters channel, and has been spending US$600,000.What should the project manager report to the project sponsor?

A.　The project's cost performance index of 0.83 and a schedule index of 1,The project will be completed on time, but may exceed the budget.

B.　The project's cost performance index of 0.6 and a schedule performance index of 1.according to the S-curve, the project may be complete on time and on budget.

C.　The work is progressing well. It has spent US$600,000, and is expected value of US$600,000, and it is expected to be completed on time.

D.　The work is progressing well, but the project will likely be over budget. There is insufficient information's to create a budget using EVM.

某项目要建设一条 12 公里的通道，项目预算为 100 万美元，预计每个月建设 1000 米的跑道。高级管理层要求项目经理使用挣值管理（EVM）每月向发起人汇报状态。6 个月后，已经完成了 6000 米的通道，且已经支出 600,000 美元。项目经理应该向项目发起人汇报下列哪一项？（　　）

A、该项目的成本绩效指数为 0.83，进度绩效指数为 1。项目能按时完成，但是有可能超出预算。

B、项目的成本绩效指数为 0.6，进度绩效指数为 1，依照 S 曲线，项目有可能按时按预算完成。

C、工作进展良好，已经支出了 600,000 美元，预期将按时完成。

D、工作进展良好，但项目有可能超出预算。没有足够的信息来使用 EVM 创建预算。

62、In terms of the budget, the project manager must report to the sponsor on the value of the work performed to date. What should the project manager calculate?

A.　Actual costs.

B.　Planned value.

C.　Earned value.

D.　Variance analysis.

在预算方面，项目经理必须向发起人汇报到目前为止所执行工作的价值。项目经理应该计算什么？（　　）

A、　实际成本

B、　计划价值

C、　挣值

D、　偏差分析

63、The project manager suspected that one team member would seriously affect the other team members. To avoid the undue influence, which of the following methods the project manager can be used?

A.　Accommodating.

B.　Forcing.

C.　Compromising.

D.　Collaborate/problem Solve.

项目经理怀疑一名团队成员严重影响到其他团队成员。若要避免不适当的影响，项目经理可以采用以下哪一种方法？（　　）

A、　包容

B、　强迫

C、　妥协

D、　合作/问题解决

64、The project manager is reorganizing a team to develop a new product. The company's technology experts reviewed the standard, and expresses concern that the quality of the product can only be test the new product's new function in system testing phase. This could cause potential schedule and budget delays. What should the project manager do upon learning this information?

A. Review project management plan to reflect delays to the schedule and budget.

B. Inform stakeholders and definite this potential delay.

C. Update project schedule to account for possible delays.

D. Update the risk register, which contain the acceptance testing and mitigation plan.

项目经理整顿团队开发一项新产品,公司的技术专家审查了规范，并对只能在系统测试阶段测试该产品的新功能表示担忧,因为这可能导致进度和预算延迟。项目经理获知该信息后应该怎么做？

A、审查项目管理计划，对进度和预算延迟加以反映。（   ）

B、明确项目的潜在延迟并告知利害关系者。

C、更新项目时间表，使之涵盖潜在延迟。

D、更新风险登记簿，使之包含验收测试和缓解计划。

65、Decomposition belongs to develop the technology used in the following document?

A. Cost Plan.

B. Resource Management Plan

C. Statement of Work

D. Work Breakdown Structure

分解属于制定下列哪一份文件时使用的技术？（   ）

A、 成本计划

B、 资源管理计划

C、 工作说明书

D、 工作分解结构

66、The project manager is responsible for a system integration project. Which documents are required to perform quality assurance on the project?

A. Quality metrics, Quality control measurements, project management plan.

B. Project management plan, lessons learned scope statement.

C. Cost performance baseline, project management plan, schedule performance index.

D. Quality metrics, work performance information, project management plan.

项目经理负责一个系统集成项目。执行质量保证需要哪些文件？（   ）

A、 质量测量指标、质量控制测量结果和项目管理计划。

B、 项目管理计划、经验教训文件和项目范围说明书。

C、 成本绩效基线、项目管理计划和进度绩效指数。

D、 质量测量指标、工作绩效信息和项目管理计划。

67、Which of the following configuration management activities is part of the Perform Integrated Change Control Process？

A. Compare actual project performance against the project management plan.

B. Update scope management plan.

C. Identify and document the functional and physical characteristics of the project's products.

D. Verify deliverables for completeness.

以下哪一项属于执行整体变更控制中配置管理活动的一部分？（ ）

A、将项目管理计划与项目的实际绩效对比

B、更新范围管理计划

C、识别和记录产品的功能特征和物理特征

D、验证可交付成果的完整性

68、The project are well defined, however, the performing organization does not have the resource to develop the project and wants to use a provider for all management services to cooperate in the development of this project. What should use the type of contract the project manager suggests?

A. Firm fixed price contracts.

B. Time and material contracts.

C. Cost plus incentive fee contracts.

D. Fixed price incentive fee contracts.

项目得到了很好的定义。然而，执行组织没有资源来开发项目，希望使用一家提供所有管理服务的机构来合作开发这个项目。项目经理应该使用哪种合同类型？（ ）

A、固定总价合同

B、工料合同

C、成本加激励费用合同

D、总价加激励费用合同

69、The project manager feels the meeting with very poor results. The participants are not well prepared; fail to conform to the agenda. What should the project manager change the attitude of the project team?

A. Individual behavior be changed immediately and prepare to the next conference.

B. Write a meeting about culture and conference rules memo.

C. Discuss good preparation at the beginning of the next meeting.

D. Convene fewer but more substantial meetings.

项目经理感觉到项目会议的成效很差。与会者都没有做好准备，无法遵照会议议程。项目经理应该怎么做来改变项目团队的态度？（ ）

A、 首先开始改变个人行为，更好地为下一个会议做准备。

B、 编写一份关于会议文化和会议规矩的备忘录。

C、 在下一次会议开始时讨论做好会议的重要性。

D、 召开较少但更为重要的会议。

70、The project manager finished the project charter. What is the next step the project manager must perform?

A. Identify deliverables.

B. Develop project management plan.

C. As input of project charter by using expert judgment.

D. Issue the project charter with the internal and external customers to obtain formal approval.

项目经理完成了项目章程的编制，项目经理下一步必须执行什么？（ ）

A、定义可交付成果

B、制定项目管理计划

C、使用专家判断，作为项目章程的依据。

D、与内部和外部客户一起发布项目章程，获得正式批准。

71、 The project manager leads a development project for the customer. The project is externally funded with a strict payment plan and deadline. During the project execution phase, the project manager identifies that the project is behind schedule. What should the project manager do?

A. Perform schedule compression to reach the determined deadline.

B. Issue a change request and approve it with the customer.

C. Take no action, since the contract does not identify penalties for late product deliverables.

D. Decrease the number of quality audit to make the delivery on time.

项目经理接管客户一个发展良好的项目。该项目是一个由外部资助的项目，实行严格的付款计划和期限。在项目实施阶段，项目经理确定该项目工期落后了，此时项目经理应该怎么做？（   ）

A、 把进度压缩到完工的最后期限。

B、 提交变更请求，请客户批准。

C、 不采取任何行动，因为合同不能明确产品延迟交付的日期。

D、 为准时交付产品而实施质量审计。

72、 As a project manager, you can assign any one of two team members to a highly coveted task. Both are equally capable, but one of them is a member of your in-group. To the other one, you have far more distance. How should you behave?

A. You disclose the situation to stakeholders and solicit a joint decision.

B. You take the person not in your in-group to avoid misunderstandings.

C. Chose the in-group person. The trustful relation will benefit the project.

D. You delegate the decision to a third team member to avoid the conflict.

作为项目经理，你可以指定两个成员中的任何一个成员到某个具有吸引力的工作任务中去。两人都很有能力，其中一个是你小团体中的成员，另一个你们则有些生疏。面对这种情况，你将怎么做？（   ）

A、把实际情况告诉干系人，让他们提供决策。

B、你会选择那个不是你的小团体中的成员，以避免产生误解。

C、选择你的小团体内的那个人，信赖关系将有助于整个项目。

D、为避免冲突，委派第三方成员参与这个项目

73、 You are a project manager for a new product development project that has four levels in the work breakdown structure. The network diagram has been created, the duration estimates have been compressed, and a schedule has been developed. What the management activity should you do next?

A. Control schedule.

B. Estimate activity resources.

C. Analogously estimate the schedule.

D. Gain approval.

你是某个新产品研发项目的项目经理。该项目的 WBS 分为四层，网络图也已完成，历时被压缩了，进度计划也已经编制成功。你接下来应该执行哪个管理活动？（   ）

A、控制进度

B、估算活动资源

C、类比估算进度

D、获得批准

74、 In projects, expert judgment will often be used throughout the project integration processes. Which of the following provides expert judgment in develop project charter process?

A. Project management team.

B.   Competitors.

C.   Project team member.

D.   Professional and technical associations.

在项目中，专家判断被经常运用到项目整合过程中，在制定项目章程过程中以下哪个是专家判断的来源？
（   ）

A、项目管理团队

B、竞争对手

C、团队成员

D、专家技术协会

75、The project manager takes over a project with the following indicators: schedule performance index of 0.8,cost performance index of 1.1..According to this scenario. What should the project manager do first?

A.   Fast track the activities in the critical path.

B.   Arrange a meeting with the sponsor.

C.   Examine the requirements documentation.

D.   Report the issue to upper management.

项目经理接管了具有如下指数的项目：进度绩效指数为 0.8，成本绩效指数为 1.1。根据这种情况，项目经理首先应该怎么做？（   ）

A、快速跟进关键路径上的活动

B、安排一次与发起人的会议

C、审查需求文件

D、将问题上报给上级管理层

76、Which of the following needs to be completed before resources can be finalized for the project?

A.   Work breakdown structure.

B.   Estimates.

C.   Resource Gantt Chart.

D.   Scope Verification.

下列哪一项需要在最终确定项目资源之前完成？（   ）

A、工作分解结构

B、估算

C、资源甘特图

D、范围核实

77、In your project, you use issue logs or action item logs to document and monitor resolution of issues. You focus on documentation and timely resolution of issues, because unresolved issue can:

A.   Be escalated to the project sponsor.

B.   Be a major source of conflict.

C.   Become undermined risks in the project.

D.   Have adverse effect on all project parameters.

在你的项目中，你使用问题日志或者活动日志来记录和监控问题的解决情况。你关注于记录并及时解决问题，因为未解决的问题：（   ）

A、被提交给发起人

B、是冲突的主要来源

C、成为项目中未确定的风险

D、对所有项目参数会产生不利影响

78、Your project, run for a customer, is coming to an end. The customer has been contractually granted a three years warranty period for the product of the project. What should the project manager do first?

A.　Hand all relevant documentation over to the organizational unit responsible for handling the warranty.

B.　There is no additional work to be done. The contract should describe all processes in sufficient detail.

C.　Changes on the product can affect warranty clauses. Ensure that these clauses are aligned with the final specifications.

D.　According to much legislation, you cannot formally close a project before the end of the warranty period.

你为客户执行的项目即将结束。客户签订了一个对项目产品进行三年保修的合同。项目经理首先应该怎么做？（　　　）

A、把相关联的所有文档移交给负责保修的部门。

B、没有额外的工作要做。合同应该在足够的细节方面描述所有的过程。

C、产品的变更会影响到保修条款。确保这些条款与最终规格保持一致。

D、根据相关法规，你不能在保修期结束之前正式结束项目。

79、You are project manager for a strategic project with a multi-million dollar's value assigned by a company that is listed at a US stock exchange. Recent earned value analysis after app 25% completion told you that your project has a CPI of 0.76.What should the project manager do right now?

A.　The variance is a signal of a sound project which is well under budget. There is no need for action.

B.　A project that much under budget may be a problem for negotiating future budgets. Try to spend money somewhere else.

C.　You should immediately inform your management, which should then assess whether this CPI constitutes a material financial issue.

D.　It is still early in the project and data are yet inaccurate. Wait a while and allow numbers from the project to stabilize.

你是一个价值数百万美元重要项目的项目经理。该项目来自美国证券交易所的一家上市公司。最近做挣值分析时你发现，完成总项目的 25%时，项目的 CPI 为 0.76，此时你该做什么？（　　　）

A、偏差表明项目在预算内。不需要采取任何行动。

B、项目预算大大低于预期，这可能对将来的工作不利，应该尝试着把钱花在其他地方。

C、你应该立刻通知管理层，因为他们会评估 CPI 是否会引发重大的财务问题。

D、因为项目目前还处于项目早期，一些数据尚不明朗，应等待项目稳定后再说。

80、You are the project manager of a high priority project, which will require more than 1,000 team members. During human resource planning, you would like to apply proven principles to shorten the time needed to create a human resource plan and make it effective. In this context, you will benefit if you consult an expert in the field of:

A.　Networking and team formation.

B.　Human resource theory.

C.　Organization theory.

D.　Project organization charts.

你是某一个有着高优先级项目的经理，该项目需要超过 1000 名团队成员。在人力资源规划期间，你想使用通过验证的原理来缩短创建人力资源管理计划的时间并使之更有效，这种情况下，你该咨询哪个领域的专家会得到帮助？（　　　）

A、网络和团队领域

B、人力资源理论领域

C、组织理论领域

D、项目组织机构图

81、Impact Scopes:

Risk	Probability	Cost	Schedule	Performance
A	0.1	6	8	0.5
B	0.9	2	1	8
C	0.3	2	8	1
D	0.5	4	4	8
E	0.3	2	6	1

A project team identifies several risks and assesses probability of occurrence and potential impact on cost, schedules, and performance for each risk. This information is presented in the table. If meeting the cost objectives are the highest priorities for this project, which is the most critical risk for the project team to address?

A.   Risk A is most critical.

B.   Risk B is most critical.

C.   Risk C is most critical.

D.   Risk D is most critical.

影响指数：

风险	概率	成本	进度	绩效
A	0.1	6	8	0.5
B	0.9	2	1	8
C	0.3	2	8	1
D	0.5	4	4	8
E	0.3	2	6	1

项目团队识别了一些风险并评估了每项风险发生的可能性及其对成本、进度和绩效的潜在影响。该信息参见所示表格。若实现成本目标为本项目的首要考虑问题，则项目团队应处理的最关键风险是什么？
（   ）

A、风险最关键

B、风险最关键

C、风险最关键

D、风险最关键

82、The member monitoring the processes looks at the product's control chart. There are seven of total ten consecutive points below the mean, but within control limits. The project manager should take which of the following actions?

A.   Adjust the process.

B.   Create an Ishikawa diagram.

C.   Conduct a Design of experiments.

D.   No action is required if seven inconsecutive points

一名监控流程的团队成员正在查看产品的控制图。发现一共十个连续点其中的七个点在平均线以下，但是在控制限值范围内。项目经理应采取下列哪种行动？（   ）

A、调整流程

B、创建石川图

C、执行实验设计

D、假如七点不连续不需要采取任何行动

83、A project manager determines that a piece of software can be given to the quality assurance group 5 days before coding finish.   How is this represented on a project plan?

A.　Finish-to-finish-5

B.　Finish-to-start+5

C.　Finish-to-start-5

D.　Start-to-start+5

项目经理确定在编程完成前 5 天，可以将一个软件提供给质量保证组。这在项目计划上是如何表示的？

（　）

A、完成-到-完成-5

B、完成-到-开始+5

C、完成-到-开始-5

D、开始-到-开始+5

84、Completion of the project, the project manager archives the project plan, meeting minutes, regulatory reports, and other project documents. After completing the final project report, what should the project manager do next?

A.　Distribute the final report to the sponsor.

B.　Close procurements.

C.　Obtain acceptance of project deliverables.

D.　Update the issue log.

完成项目时，项目经理存档项目计划，状态会议纪要，监察报告和其他一些项目文件。在完成这些最终的项目报告后，项目经理下一步应该怎么做？（　）

A、将最终报告分发给发起人

B、结束采购

C、获得项目可交付成果的验收

D、更新问题日志

85、   Which are needed to calculate the expected activity duration in uniform distributions?

A.　Expected, most likely, and realistic.

B.　Most likely. Optimistic, and pessimistic.

C.　Optimistic, and pessimistic.

D.　Medium, minimum, and most likely.

均匀中计算预期的活动时间需要哪些变量？（　　　　）

A、预期的 最可能的和现实的

B、最可观的，最悲观的和最有可能的

C、最可观的，最悲观的

D、中等，最小和最有可能

86、   To complete a process, phase or project, which of the following must obtain an approval?

A.　Budgets.

B.　Deliverables.

C.　Resources.

D.　Schedules.

若要完成一个过程、阶段或项目，必须获得下列哪一项的批准？（　　　　）

A、预算

B、可交付成果

C、资源

D、进度表

87、The project has more than 1,000 work packages, and is two years long. It is performing with CPI=1.18 and SPI=0.88.What technique should the project manager use to solve this situation?

A.　Critical path method.

B.　Resource leveling.

C.　Crashing.

D.　PERT.

项目有 10000 多个工作包且为期两年。项目 CPI 为 1.18，SPI 为 0.88。请问，项目经理应该采用何种方法来处理该情况？（　　　　）

A、关键路径法

B、资源平衡

C、赶工

D、PERT

88、　The project team started to plan the activities for implementation project. The duration of the last three similar implementations was 7, 8 and 15 weeks respectively. What would be the expected duration for the new project according to PERT triangle distribution analysis?

A、8.5

B、9

C、10

D、12

项目团队开始为一个实施项目计划活动。过去三个类似实施项目的工期分别为 7 周、8 周和 15 周。根据 PERT 的三角法分析，新项目的预期工期是多少？（　　　　）

A、8.5

B、9

C、10

E、12

89、The project manager asks a team member to use these four major categories: planning, analysis, design, and testing to create the work breakdown structure. How should these categories be embedded in the work breakdown structure?

A.　Activity level

B.　Work package level

C.　Second level of decomposition

D.　First level of decomposition

项目经理要求团队成员使用这四种主要类别：计划、分析、设计和测试 创建工作分解结构。这些类别应如何嵌入工作分解结构中？（　　　　）

A、活动层次

B、工作包层次

C、第二分解层次

D、第一分解层次

90、 The project is not going well and many changes are being made. Which of the following should you do first to gain control of the project?

A. Review the project scope with the stakeholders.

B. Create a new change form.

C. Remind everyone of the change procedures.

D. Ask the sponsor to review the project charter.

项目进展不顺利，发生了很多变更。为了更有效的控制项目，你首先应该做什么？（　　）

A、和干系人一起审核项目范围

B、制定新的变更形式

C、提醒每个人变更的程序

D、请求发起人审核项目章程

91、 The project manager on a large software installation project s working with her team on a critical set of activities. They are working late on Saturday night. Circumstances create the situation wherein the project manager must decide to change the schedule that will push the end date of the project out two weeks. What best action should the project manager take next as a result of her decision?

A. Immediately document and capture the changes and present them to the change control board the next time that board is available for contact.

B. Look for free float to bring the project back into schedule.

C. Implement configuration management in order to obtain senior management approval and then make the change.

D. Review her detailed risk assessment development process to ensure that other unidentified risks are included and a plan for mitigation is created.

项目经理和团队成员正在完成某大型软件安装项目上的一系列关键活动。他们周六晚工作到很晚的时候，情况紧急促使项目经理必须决定一项进度变更。结构会导致项目延期 2 周。接下来项目经理应该怎么做？（　　　）

A、立即记录该项变更，然后在变更控制委员会上班的第一时间向他们汇报。

B、寻找自由浮动时间，争取赶回项目进度

C、实施配置管理以得到管理层的批准，然后再实施变更

D、审核详细的风险评估制定流程，确认是否包含了其他未识别的风险，并制定相应的风险应对计划

92、 What is the name of the document which states whether the project is worth the required investment, based on a cost-benefit analysis made by the company at the initiation of a new project?

A. Project statement of work.

A. Business case.

B. Strategic plan.

C. Business plan.

下列哪个文件根据公司在新项目之初所做成本效益分析,阐述了项目是否值得所需投资？（　　　）

A. 项目工作说明书

B. 商业论证

C. 战略计划

D. 商业计划

93、You are having difficulty estimating the cost of a project.Which of the following best describes the most probable cause of your difficulty?

A.　Inadequate scope definition.

B.　Unavailability of records from previous projects.

C.　Lack of historical records from previous project.

D.　Lack of company processes.

你在做成本估算时遇到了困难，以下哪项是出现困难的最可能原因？（ ）

A、缺乏确定的范围

B、没有提供预期的资源

C、缺乏以前项目的历史数据

D、公司缺少流程

94、Your company is receiving a shipment of goods from the sellers when you get a call from the procurement manager who tells you that the shipment does not meet the requirements of the contract. You look at the shipment yourself and determine that the shipment meets the needs of the project. What should you do next?

A.　Send the shipment back.

B.　Accept the shipment.

C.　Issue a change order to change the contract specifications.

D.　Expect to receive a claim from the seller.

你公司收到了供应商提供的一批货物。采购经理电话告诉你，这批货物不符合合同需求。你亲自看了货物之后，认为这些货物还是满足项目需求的。接下来你应该怎么做？（　　　　）

A、将货物送回

B、接收货物

C、发起变更，改变合同条款

D、等待接受卖方的索赔

95、Your company is undergoing a change in ownership and the new owners are looking at the total cost of a new product. Which of the following would best provide that information?

A.　Estimate at completion.

B.　Life cycle cost.

C.　Earned value.

D.　Net present value.

公司正在经历所有权变更问题，新的所有者想了解新产品的总成本。以下哪项能提供此类信息？（ ）

A、完工估算

B、生命周期成本

C、挣值

D、净现值

96、The project manager has completed the Plan Risk Responses process, and has identified risk response strategies with the team. The team's manager has asked for the amount of risk reserves needed for the project. What is the first thing the project manager should do?

A.　Create the risk reserves.

B.　Prioritize the list of risks.

C. Create the overall risk rating for the project.

D. Determine Fallback plans.

项目经理已经完成了规划风险应对过程，并与团队一起识别了风险应对策略。团队的经理想知道项目的风险储备量是多少。项目经理首先应该做什么？（   ）

A、制定风险储备

B、制定风险优先级清单

C、制定项目整体风险等级

D、确定弹回计划

97、After key stakeholders are identified what should be used to identify other stakeholders?

A. Ask the sponsor for all stakeholders

B. Review the requirements specifications

C. Review the company's organizational chart

D. Interview each stakeholder

关键干系人被识别完后，项目经理应如何识别其他干系人？（   ）

A. 向发起人询问所有干系人

B. 审核需求规范

C. 查询公司的组织图

D. 访问每个干系人

98、The project manager organizes project team; these teams are analyzing the project schedule network. Which of the following would they use analytical skills being included?

A. Resource leveling and review the critical activities.

B. Resource constraints and milestone chart.

C. Critical path method and critical chain method.

D. Network diagram and risk register analysis.

项目经理组织项目团队正在对项目进度进行网络分析，请问他们使用的分析技巧包括以下哪一项？（   ）

A、资源平衡和关键活动审查

B、资源限制和里程碑图表

C、关键路径法和关键链法

D、网络图和风险登记册分析

99、A project manager has been collecting work performance data during the project execution phase. What is the main purpose of this action?

A. To monitor cost, schedule progress, and deliverable status.

B. To monitor team member performance in the project.

C. To assess training requirements within the project team.

D. To update the project management plan.

项目经理在项目执行阶段收集了工作绩效数据。此项活动的主要目的是什么？（   ）

A、为了监控成本、进度进展和可交付成果的状态

B、为了监控团队成员在项目中的表现

C、为了评估项目团队的培训需求

D、为了更新项目管理计划

100、   The aim of a project is to improved components for the automotive industry. Managements on the project prototypes show that these are often outside the specification. An analysis identifies multiple reasons for the variations. How does the project team determine which cause to address first?

A.   Fishbone diagram.

B.   Control chart.

C.   Pareto diagram.

D.   Run chart.

某项目的目标是为了提高汽车工业的配件。管理过程显示，这些原型会经常进行规范。分析明确了许多变化的多重起因。项目团队将如何决定首先处理这些结果？（   ）

A、鱼骨图

B、控制图

C、帕累托图

D、趋势图

101、   The project manager wants to determine a link between two variables.Which of the following tools should the project manager use?

A.   Cause and effect diagrams

B.   Control charts.

C.   Pareto charts.

D.   Run charts.

项目经理试图确定两个变量之间是否存在联系。项目经理应该采用下列哪种工具？（   ）

A、因果图

B、趋势图

C、流程图

D、散点图

102、   An organization adds a new strategic project, which must be completed by the end of the year. The project is critical to the strategic success of the customer. An idea about the scope, budget, and schedule opinions has already been discussed. What should be included in the project charter?

A.   Summary budget, named resources, and fixed-end date.

B.   Reviewed risks, limits and exclusions, and revised milestone dates.

C.   High-level requirements, high-level risks, and identified scope.

D.   Project plan, scope plan, and resource plan.

某组织增加了一个新的战略项目，该项目必须在年底前完成。该项目对于客户的战略成功至关重要。事关项目范围、预算和进度的意见已经讨论过。项目章程中还应包含哪些内容？（   ）

A、总体的预算、指定的资源和固定的完工日期

B、审查的风险、限制和例外情况，以及修订的里程碑日期

C、项目的总体要求、主要风险和识别的范围

D、项目计划、范围计划和资源计划

103、   In an ongoing project, the weather conditions were identified as key risk. In order to reduce the risk of adverse weather conditions. The project manager established the emergency plan, and it increased more time for planning schedule. In the implementation, a hurricane is close to the wind field area, the project needs to stop immediately. What should the project manager do?

A.   Update risk register and create change requests.

B.　Approval from the steering committee.

C.　Update the schedule of the team members accordingly..

D.　Refuse to change, because the project management plan has been approved, it should obey this decision.

在某个项目中，天气条件被识别为关键风险。为减轻恶劣天气条件的相关风险，项目经理制定了一个应急计划，为计划的进度表增加了更多时间。在执行时，一场飓风接近风场地区，项目需要立即停止。项目经理应该怎么做？　（　　　　　）

A、更新风险登记册并创建变更请求

B、获得指导委员会的额外批准

C、更新团队成员的进度表

D、拒绝变更，因为项目管理计划已获批准，所以应该遵守

104、　　The project manager must analyze assumptions to identify which of the following?

A.　Certainties.

B.　Uncertainties.

C.　Backgrounds

D.　Risks.

项目经理必须分析假设来识别下列哪一项？（　　　　　）

A、确定性

B、不确定性

C、背景因素

D、风险

105、　　A company's organizational form is a weak matrix. The project manager's authority and available resources are very limited, so in this kind of organization, what is the project manager's role?

A.　Coordinator or Expediter.

B.　Executive director.

C.　Subcontractor.

D.　Portfolio Manager.

一家公司的组织形式是弱矩阵。项目经理的职权和可资使用的资源都非常有限，那么在这样的组织结构里，项目经理的角色是什么？（　　　　　）

A、协调员和催交员

B、分包商

C、主管

D、项目组合经理

106、　　A project manager takes over a new project. There is no previous experience from earlier projects within the company which of the following types of work should the project manager do first?

A.　Identify risks, assumptions, and constraints.

B.　Conduct a feasibility study.

C.　Implement a quality matrix.

D.　Develop a risk response plan.

项目经理接管一个新项目。公司内部没有类似的早期项目经验。项目经理首先应该执行下列哪一项工作？（　　　　　）

A、识别风险、假设和制约因素

B、开展可行性研究

C、执行质量矩阵

D、制定风险响应计划

107、 .In your project, you are in the project of developing the human resource plan. Which of the following is not an enterprise environmental factor that would influence this process?

A. Templates for organizational charts and position descriptions

B. Existing human resources.

C. Personnel administration policies.

D. Marketplace conditions.

在你的项目中，你处于制定人力资源计划的过程中。下列哪一个不是影响这一过程的事业环境因素？

（ ）

A、组织图和职位描述模板

B、现有的人力资源情况

C、人事管理政策

D、市场条件

108、 Frequent heated discussions with your colleague over an issue are creating a hostile environment. To ease this situation, you agree with your colleague's point of view. The conflict resolution mode that are using is:

A. Problem solving.

B. Withdrawal.

C. Forcing.

D. Confrontation.

针对某个问题与同事展开频繁而激烈的讨论容易树立敌对情绪。为了改善这种状况，你同意了同事的观点，你使用了哪种解决冲突的方法？（ ）

A、解决问题

B、撤退

C、强迫

D、面对/解决问题

109、 The kick-off meeting for the project is scheduled for the next week, and a schedule is tight. However, a key stakeholder has withheld approval of the project management plan; because of a strong disagreement with the product performance requirements. What would be the project manager's next action?

A. Meet with the key stakeholder and resolve the issues prior to the kick-off meeting.

B. Hold the kick-off meeting and adjust the performance requirements afterwards.

C. Acknowledge the ideas of the key stakeholder and obtain the approval of the majority.

D. Prepare a change request and present to the key stakeholder.

项目启动大会计划安排在下周召开，且项目的进度较紧。然而，一名关键干系人拒绝批准项目管理计划，因为对产品性能需求的意见极其不一致。项目经理接下来的行动是什么？（ ）

A、与关键干系人会面，并在启动会议前解决问题

B、举行启动会议并在之后调整性能需求

C、确认关键干系人的意见，并获得大多数人的批准

D、准备一份变更请求提交给关键干系人

110、 Which one of the following is a method for understanding process performance within defined limits?

A. Flowcharts.

B. Control charts.

C. Run charts.

D. Pareto charts.

以下哪一项属于了解过程绩效是否处于规定限值的方法？（　　　　）

A、流程图

B、控制图

C、趋势图

D、帕累托图

111、　　The project management team is seeking endorsement of the project plan; the project manager prepares a stakeholder register. Which of the following should the project manager identify?

A. Methods or technologies to be used to convey the project plan.

B. Levels of participation for each identified stakeholders.

C. Identify the stakeholders according to their judgment and expertise.

D. Stakeholders' roles, interests, expectations, and influence of the stakeholders.

项目团队正在寻求项目计划的支持。项目经理准备了一份干系人登记册。项目经理应该识别以下哪一项？（　　　　）

A、传达项目计划的方法与技术

B、每位识别的干系人参与度

C、根据判断和专业知识识别干系人

D、干系人的角色、兴趣、期望和影响

112、　　Which of the following tools and techniques should the project team be used to monitor the risks?

A. Pareto chart analysis, risk reassessments, and trend analysis.

B. Risk reassessment, risk audits, and variance and trend analysis.

C. Reserve analysis, sensitivity analysis, and risk reassessments.

D. Control chart, reserve analysis, and risk reassessments.

项目团队应该使用下列哪一项工具和技术来监控风险？（　　　　）

A、帕累托图分析，风险重新评估和趋势分析

B、风险重新评估、风险审计、偏差和趋势分析

C、储备分析、敏感性分析和风险重新评估

D、控制图、储备分析和风险重新评估

113、　　The project stakeholders to find the information they receive is very complex, and it is very difficult to understand, and therefore cannot be the correct decision. To solve this problem，What should the project manager do?

A. Collect the new communication requirements.

B. Provide the number of reports.

C. Enquiries a glossary of common.

D. Add an explanatory addendum.

项目干系人发觉他们收到的信息十分复杂，难以理解，因此不能正确作出决定。若要解决这个问题，项目经理应该怎么做？（　　　　）

A、收集新的沟通需求

B、提供报告数量

C、查询常用术语表

D、增加一说明性附件

114、　A project specific resource for multiple tasks on the critical path. The resource is sufficient for the duration of the entities project, but is not sufficient from time-to-time in a given month. What technique should the project manager apply to delay non-critical tasks with minimal risk?

A. Resource Leveling.

B. Crashing.

C. Resource-constrained schedule.

D. Fast tracking.

某项目要求关键路径上有多个任务的特定资源。整个项目工期的资源是充足的，但是在某个特定月份下，资源又显得不够充足。项目经理应用哪种技术在风险最低的情况下延迟非关键任务？（　　　）

A、资源平衡

B、赶工

C、资源制约的进度表

D、快速跟进

115、　The scope of the project is difficult to determine, and the project team prior to the execution of the work. Schedule performance index is 0.7, in the investigation of the differences; the project manager found work at the site of one of the team members who were the project sponsor request to perform its thought is an important part of the project. To avoid this problem, which of the following actions should the project manager be taken?

A. Improving the projects communication and making sure all needs are being satisfied.

B. Change the project's scope based on the new demand.

C. Provide clear instructions to the co-worker to discontinue the scope creep.

D. Communication must be through the Change Control Board to carry out changes

项目范围一时很难确定下来，且项目团队之前执行过此类工作。进度绩效指数为 0.7，在调查完差异后，项目经理发现在现场工作的其中一名团队成员被项目发起人要求去执行其认为对项目很重要的部分。若要避免出现这种问题，项目经理应采取下列哪一项行动？（　　　）

A、改进项目沟通，确保所有需求都得到满足

B、根据新的需求对项目范围进行变更

C、给同事提供明确的说明，停止范围蔓延

D、开展变更必须通过变更控制委员会进行的沟通

116、　The project management team includes two external consultants each from a different company. The project manager found that repeated conflicts between the two consultants already slow down project progress and jeopardize achievement of objectives. Which stage of team development can be difficult to overcome in such a situation?

A. Storming.

B. Norming.

C. Performing.

D. Forming.

项目管理团队包括了两名外聘的顾问。他们来自不同的公司。项目经理发现他们两人之间有一些一再重复的冲突，且已经拖延了项目进程并将威胁到项目目标的达成了。请问，项目团队建设的哪一个阶段克服这种状况比较困难？（   ）

A、震荡

B、规范

C、成熟

D、形成

117、   You have created an Excel spreadsheet that shows cumulative cost at any particular point of time in the project duration. Your director wants to review the project costs and you decide to make a presentation. Cumulative costs plotted against time is shown in the slide as a:

A.   S-curve.

B.   Histogram.

C.   Control chart.

D.   Pareto chart.

你正在制作 Excel 电子表格，展示项目进度中任何时间点的累计成本。你的主管希望看一下项目成本，你决定做演示。基于时间的累计成本图是：（   ）

A、S 曲线

B、直方图

C、控制图

D、帕累托图

118、The project manager identifies a new project. The project manager moves onto several different contractors with the project's risk. While checking the status of the organization's project, the project manager found the contracts for that project were not closed properly. Avoid to the issue, what should the project manager review?

A.   Project Management System.

B.   Project Management Plan.

C.   Procurement Management Plan.

D.   Procurement Statements of Work.

项目经理识别了一个新项目。项目经理把项目风险转移给了几个不同的承包商。在审核该项目组织的资格时，项目经理发现为项目工作的合同并没有真正关闭。为了避免项目出现问题，项目经理应该审核以下哪一份文件？（   ）

A、项目管理系统

B、项目管理计划

C、采购管理计划

D、采购工作说明书

119、   The company will determine the cost for a project in progress restricts an element, but when the project carries on half of the time, cost affects the progress of the project. To restore the progress of the project, the project manager should use:

A.   Critical path method

B.   Fast tracking

C.   Crashing

D.   Resource balance

公司将成本确定为一个进展中的项目制约因素，可是当项目进行到一半的时候，成本投入影响到了项目的进度。若要恢复项目进度，项目经理应使用：（　　　　）

A.　关键路径法

B.　快速跟进

C.　赶工

D.　资源平衡

120、 During the project executive process, the sponsor indicates that the project manager must create a project management plan with the least risk. To the buyer, which of the following types of contract shows that this situation?

A.　Cost plus incentive fee contracts

B.　Fixed price incentive fee contracts

C.　Cost plus fixed fee contracts

D.　Time and material contracts

在项目执行过程中，发起人指示项目经理必须创建一个将风险降到最低的项目管理计划。对于买方而言，以下哪一个合同类型最适用？（　　　　）

A、成本加奖励费用合同

B、总价加激励费用合同

C、成本加固定费用合同

D、工料合同

121、 In the development of a new product, the test time durability is one of the important activities on the critical path. However, the test facility is occupied by a higher priority project, which is taking longer than the initiated planned. What should the project manage do next?

A.　Perform a root cause analysis for the delayed project.

B.　Review the risk register for the appropriate response.

C.　Inform the project stakeholders about the delay.

D.　Escalate the issue to senior management.

开发一个新产品时，耐久性测试是关键路径上的一项重要活动。然而，测试设备被一个优先级较高的项目占用，且占用时间比原计划长。项目经理接下来应该怎么做？（　　　　）

A、 为延迟的项目开展根本原因分析

B、 审查风险登记册中的适当响应

C、 将延期情况通知项目干系人

D、 将问题上报给高级管理层

122、The project has specific service level agreements which assure quality of service to the customer. Which of the following of the tool can the project manager use to determine that the service is stable or has a predictable performance?

A.　Control charts.

B.　Pareto charts.

C.　Flowcharting.

D.　Benchmarking.

某项目具有为客户保证质量服务方面的特定服务协议。以下哪一项工具能够帮助项目经理用来确定该服务是稳定或者具有可预测的绩效的？（　　　　）

A、 控制图

B、 帕累托图

C、流程图

D、标杆对照

123、Risk assessment is a technique used in which of the following process?

A.　Plan Risk Management.

B.　Identify Risks.

C.　Monitor and Control Risks.

D.　Perform Qualitative Risk Analysis.

风险评估是在下列哪一个过程中使用的技术？（　　　　）

A、制定风险管理计划

B、识别风险

C、监控风险

D、开展定性风险分析

124、A project manager deals with two functional managers that both claim ownership of a representation for a specific deliverable. What document can the project manager refer to that will clarify this issue?

A.　Work breakdown structure.

B.　Requirements traceability matrix.

C.　Statement of work.

D.　OBS.

项目经理正与两名都声称对某一特定可交付成果拥有所有权的职能经理交涉。项目经理可以查询下列哪一份说明该问题的文件？（　　　　）

A、 工作分解结构

B、 需求跟踪矩阵

C、 工作说明书

D、 组织分解结构

125、Which of the following options belong to the implementation of quantitative risk analysis techniques?

A.　Sensitivity analysis.

B.　SWOT analysis.

C.　Checklist analysis.

D.　Probability and impact matrix.

以下哪一选项属于实施定量风险分析技术？（　　　　）

A、敏感性分析

B、SWOT 分析

C、核对表分析

D、概率影响矩阵

126、The project manager is calculating the project's cost performance. Which the following values for the project manager obtain from these:

AC=$12,000，EV=$1,000，SPI=1.3

The project manager project cost performance index, which cans the project manager, be obtained from these data?

A.　The cost performance index is greater than 1, indicating that the work done in the far overruns.

B.　The cost performance index is greater than 1, show that the work done in the so far not overruns.

C.　The cost performance index is less than 1, the schedule performance index is greater than 1, indicating that the normal progress of the project.

D.　Cost variance is $ 1,000, so far the project cost overruns.

项目经理正在计算，到目前为止得到项目的以下各值：

AC=12，000 美元　　EV=10，000 美元　　SPI=1.3

项目经理计算了项目的成本绩效，从这些数据中项目经理能够获得哪些信息？（　　　）

A、成本绩效指数大于 1，表明目前为止所完成的工作超支

B、成本绩效指数大于 1，表明目前为止所完成的工作未超支

C、成本绩效指数小于 1，进度绩效指数大于 1，表明项目进度正常

D、成本偏差为 1,000 美元，因此目前为止项目超支

127、ABC company has recently launched a new model of their car in the market and the market response has been overwhelming .Sales have gone up to a level much higher than what the company anticipated. To cater to the increased market demand, the company plans to start a project to create a new assembly line for the cars. According to you, who is the user for this project?

A.　Project manager and project management team.

B.　Person who may buy the car in the future.

C.　Project sponsor who provides funding.

D.　Assembly line worker who is going to work on the new assembly line being created.

ABC 公司最近在市场上推出了一款他们的新型汽车，市场反响强烈。销售也水涨船高，比公司预期的高很多。为了满足日益增长的市场需求，该公司计划启动一个项目，以创建一个新的汽车组装线。你认为谁是这个项目的用户？（　　　）

A、项目经理和项目管理团队

B、未来购买汽车的人

C、提供资金的项目发起人

D、将在新组装线上工作的工人

128、　You are the project manager of a US$20 million project, and you are strolling to manage the needs of all the stakeholders. So, you decide to classify the stakeholders, which will enable you to focus on the relationships necessary to ensure the success of the project .All the following are valid ways to classify stakeholders EXCEPT:

A.　According to Interest.

B.　According to Organization Hierarchy.

C.　According to Involvement.

D.　According to Influence.

你是一个拥有两千万美元资产规模的项目经理。你努力管理所有干系人需求。你决定对干系人进行分类，这样你就可以关注于确保项目成功的必要条件。下列都是对干系人分类的有效方法，除了：（　　　）

A、按照利益

B、按照组织层级

C、按照参与项目的程度

D、按照影响

129、 A customer requirement to complete an additional function, the project is completed successfully. This function is not within the scope of the project, and the project team did not know about this. What must be done to successfully complete the project?

A. Rejected change requests, and continue to perform the project.

B. Adjust the project's scope, and continue to perform the project.

C. Submit change request to the change control board.

D. Adjust the budget and continue to perform the project.

客户要求完成一项额外功能，项目才算成功完成。这个功能不在项目范围之内，且项目团队对此并不知道。若要成功完成项目，必须完成什么？（   ）

A、拒绝变更请求，并继续执行项目

B、调整范围，并继续执行项目

C、向变更控制委员会提交变更请求

D、调整预算并继续执行项目

130、 A project assessment provides which of the following opportunities from the point of view of the risk management?

A. Enables the project manager to determine how much of the risk contingency fund can be distributed to the team.

B. Enables corrective actions to be implemented in the preliminary product.

C. Provides insight into anticipating and minimizing the risk on future project.

D. Provides the project manager with the initial risk register for the next project task.

从风险管理的观点来看，项目评审提供了下列哪一项机会？（   ）

A、让项目经理能够确定能够向团队分发多少风险应急资金

B、能够在产品初步设计时实施纠正措施

C、提供预期并尽可能减少未来项目风险的远见

D、为项目经理提供下一个任务的初始风险登记册

131、 A new project manager discovers that project B's scope and schedule of project from the previous project manager A draft. Key stakeholders don't know this is included in the range of B in the process of establishing the project. These stakeholders are assigned to project A nine months later in the project B's work. The schedule has critical activities and deliverables to next 14 months. A status meeting with all stakeholders is held in the ninth month. Assuming that this is a budget constrained project, what should the new project manager do?

A. Meet with available project A's stakeholders. Obtain too fast track projects A, in order to complete the project in eight months and within budget.

B. Assess impacts on project B and compare with incurred after eight months, if the project starts now, and sponsor met to discuss the situation.

C. Negotiate with project A's project manager to stakeholders can finalize project B's scope. Then schedule project A before working project B.

D. Create a risk register for project B, including lack of full stakeholders beginning of project as a major risk. Then proceed with the existing scope schedule.

一名新项目经理发现项目 B 的项目范围和项目进度表是由前一个项目经理 A 草拟的。关键干系人并不知道这包含在项目 B 范围制定过程中。这些关键干系人被分配到项目 A，八个月以后都在项目 B 中工作。未来 14 个月内，进度表中要发生一些关键干系人的活动和可交付成果，计划在第九个月安排一次由干系人参加的状态会议。假设这是一个有预算限制的项目，新项目经理应该怎么做？（   ）

A、与项目 A 中有关的干系人会面。获得批准以快速跟进项目 A，在八个月内按预算完成项目。

B、比较现在开始项目但八个月后可能会发生的返工成本以评估对项目 B 的影响。之后，与发起人会面讨论该情况

C、与新项目经理协商，将项目 A 延迟两周，让干系人可以实现项目 B 的范围。然后在开始对项目 B 的工作之前，安排项目 A 的进度。

D、为项目 B 创建一个风险登记册，确定把项目 A 开始时缺乏全部干系人参与作为一个主要风险，然后按现有范围和进度表继续项目。

132、What document should the project manager give to a new team member to ensure they acquire knowledge about summary milestone schedule?

A. Project work breakdown structure dictionary

B. Project charter

C. Project scope statement

D. Project work breakdown structure

项目经理应该提供什么文件给新的项目团队以便他们学习有关总体里程碑进度知识？（   ）

A、 工作分解结构词典

B、 项目章程

C、 项目范围说明书

D、 工作分解结构

133、The project manager is developing a project plan. On short notice，the project manager to create an initial rough estimate of project cost to satisfy requirement，in order to meet the needs of   upcoming fiscal budget. The project manager uses which of the following for estimating the project cost？

A. Bottom-up estimating

B. Three-point estimating

C. Analogous estimating

D. Parametric modeling

项目经理正在制定一个项目计划。项目赞助人得知后，立即让项目经理针对项目成本开展初始粗略评估，以满足未来财政预算的需求。项目经理应该使用下列哪一项技术来估算项目成本？（   ）

A、 自下而上估算

B、 三点估算

C、 类比估算

D、 建立参数类型

134、 Several of the key stakeholders in the company are not completely satisfied with the product. Contract and administrative closure are completed. The stakeholders ask the project manager for performing the minor changes. What should the next activity be for the project manager?

A. Request a change order to evaluate changes.

B. Perform a risk analysis to determine impact on the project.

C. Develop new project a post implementation audit.

D. Record the stakeholders' feedback and register an issue.

公司的几位关键干系人最终对产品表示出不满意。合同收尾和行政收尾已经关闭。干系人要求项目经理执行细微变更。项目经理的下一项活动是什么？（   ）

A、要求提交变更单来评估变更。

B、执行风险分析，确定对项目的影响。

C、开展一个项目实施后审计。

D、记录干系人的反馈,并登记为一个问题。

135 、The project manager encounters a challenge to the budget. At the beginning of the project, they obtain budget approval of US$1 million broken down as follows:

US$200,000 for material expense.

US$100,000 for travel.

US$100,000 for depreciation of capital.

After the project starts, new requirements may incur an additional US$50.000 for labor. Due to budget limited, the project manager cannot obtain additional funds for the project. Since the project schedule is tight and cannot be delayed, what should the project manager do？

A.   Negotiate with the sponsor to get enough budgeted before continuing the project.

B.   Check with the project team to get consensus before continuing the project.

C.   Ask for more time to deliver the project.

D.   Accept the budget shortage as a risk and continue the project.

项目经理遭遇到了预算方面的挑战。项目开始时，他们获得了 100 万美元的预算批准，分解如下：

20 万美元的材料费用支出

10 万美元的旅行费用支出

10 万美元的资本折旧

项目开始后，新的需求可能产生 50,000 美元的额外人工费。由于预算有限，项目经理无法为项目获得额外的资金，由于项目工期紧并且不能延期，项目经理应该怎么做？（   ）

A、与发起人谈判，以便在继续项目之前获得足够的预算。

B、在继续项目之前，与项目团队达成共识。

C、要求更多的时间来交付项目。

D、把预算短缺作为一项风险，并继续项目。

136、The project management team member records the number of rejects of a product on an activity basis. Which of the following tools should be used to assess the quality and ensure the reject range is within defined limits?

A.   Control charts.

B.   Inspection.

C.   Random sampling.

D.   Pareto chart.

项目管理团队成员记录了某产品的某个被拒绝的活动基准的数量，下列哪一项工具可以用来评估项目质量和确保被拒绝的范围包含在定义的界限内？（   ）

A、 控制图

B、 检查   （是指检验工作成果，以确定其是否符合相关的书面标准）

C、 随机抽样   从目标总体中选取部分样本用于检查

D、 帕累托图

137、What option is helpful for a project manager to estimate overall resource needs. If the individual project component requirements are not fully known?

A.   Expert Judgment

B.   Alternatives analysis.

C.   Bottom-up estimating.

D. Published estimating data.

如果对单个的项目组建需求没有完全了解，以下哪一个选项对项目经理估算整体资源需求最有帮助？

（　　　）

A、 专家判断

B、 替代分析

C、 自下而上估算

D、公布的估算数据

138、A project manager works for a company that does not use formal project management process. As a result, the company has a history of modifying project requirements throughout to life of the project, often resulting in delays in project completions. What should the project manager update in the current project to control further modifications?

A. Project scope

B. Change management plan

C. Stakeholder analysis

D. Lessons learned.

为一家公司工作的项目经理不使用正式的项目管理过程。因此，该公司有变更贯穿整个项目生命周期项目需求的历史，这往往导致项目延期完工。项目经理在当前项目中应更新什么来控制进一步的修改？

（　　　）

A、 项目范围

B、 变更管理计划

C、 干系人分析

E、 经验教训

139、During a project with a large number of similar deliverables, a team member develops a proposal for a new quality inspection method. Estimating that the new method will create a time savings of approximately 15% for each deliverable, this new implementation method is not expected to affect costs or quality. What option should the project manager choose?

A. Implement the new method immediately to save as much time as possible.

B. Reject the change because of the high risk of additional efforts and delays.

C. Ask the team member to prove this claim of 15% savings by involving additional experts.

D. Implement the new method in a small number of deliverables to verify the amount of time saved.

在一个拥有大量可交付成果的项目中，团队成员制定了一份新质量检查方法的建议书，预计新的方法可将可交付成果节约大约 15%的时间，这个新实施的方法不会影响到成本或质量。

项目经理应该选择以下哪一个选项？（　　　）

A、 立即实施新方法，节约尽可能多的时间。

B、 拒绝变更，因为存在额外工作和延期的高风险。

C、 通过让其他专家参与，让团队成员证明能够解决 15%的时间的观点。

D、在少量可交付成果上实施新方法，来验证所能节约的时间量。

140、A project manager uses an advertising as method to help select a seller. Which process is involved?

A. Plan Procurements

B. Conduct Procurement

C. Administer Procurement

D. Select Seller.

一位项目经理使用一个广告方法来帮助选择卖方。以下哪一个过程被包括在内？（   ）

A、 规划采购

B、 实施采购

C、 管理采购

D、 选择卖方

141、A company of a project needs to launch a new product using an extend vendor.

Which of the following should provide vendors included on a short list?

A.   Project Plan

B.   Project Scope Statement

C.   Proposals.

D.   Purchasing Management Plan

某公司的一个项目必须要选择一名外部供应商来推出一项新产品，应该提供下列哪一项给处于候选名单中的供应商？（   ）

A、 项目计划

B、 项目范围说明书

C、建议书

D、采购管理计划

142、The stakeholder is requesting a major change to the project scope. The change is of vital importance to the stakeholders. The project manager performs the necessary analysis of the large and finds that, because of the impact on project cost and schedule, it needs the be the changes control board(CCB)。The CCB denies the change. What should the project manager do next?

A.   Implement the change despite the decision made by CCB, because the change is vital to the stakeholder and to the success of the project.

B.   Include the decision from the CCB in the change log; notify the stakeholders and the team of the situation.

C.   Recommend immediately that the project be stopped and new requirements gathering should be performed.

D.   Meet with the CCB members individually to influence them to change their decision.

干系人提交了有关项目范围的一次重大变更。该变更对于大多数干系人而言是特别重要的。项目经理经过大量的必要的分析后发现，因为该变更会对项目的成本和进度表造成影响，所以遭到项目变更控制委员会的否决。项目经理接下来应该怎么做？（   ）

A、不顾 CCB 的建议，执行变更。因为变更对大多数干系人而言是重要的，并能给项目带来成功

B、把 CCB 的建议包含在变更日志中，并将情况通知干系人和项目团队

C、建议立即停止项目，并履行收集新的需求

D、单独会见 CCB 成员，并影响他们改变决定

143、   In an engineering project manager applies the project management methods that have been successful in the more negative complex projects. The project team members complain that complementation the peer management require too much of an effort for this type of project. What should the project manager to sure the cost of quality is adequate to the project's characters?

A.   Omit the peer review.

B.   Consult the quality measurement indicators.

C.   Perform a quality audit.

D.   Consider the quality cost in the project.

在一个工程项目中，项目经理应用了一个在之前更为复杂项目中成功应用的项目管理方法。项目团队成员抱怨说在这种类型项目中实施对等管理需要花太多的精力。若要确保质量成本，满足项目的特征，项目经理应该怎么做？（   ）

A、省略同行评审

B、查询质量测量指标

C、执行质量审计

D、 在计划中考虑质量成本

144、A new accounting system is being implemented. Customer requests to which one of the reports to implement format change. According to the lead engineer on the project said, change is simple enough, and the project manager requests the change immediately. However, in issue monthly report, the accounting staff complains that important information, previously in the report is no longer part of the new report. What should the project manager do to avoid this situation?

A.   Request the change to be assessed by the change control board.

B.   Involve the accounting manager in change testing.

C.   Reject the change without discussion.

D.   Create a plan to reverse the change.

一个新的会计体系正被执行，客户要求对其中一份报告进行格式变更。根据项目总工程师所言，变更足够简单，且项目经理要求立即变更。然而，在发放月报时，会计人员抱怨说之前在报告中的重要信息已经不再体现在新的报告中。若要避免这种情况，项目经理应该怎么做？（   ）

A、要求变更控制委员会评估变更

B、让会计经理参与变更测试

C、拒绝在未作讨论的情况下变更

D、制定一份计划来撤销变更

145、To identify and analyze the project stakeholders, the project manager prepares the stakeholder register and stakeholder management plan .what should the project management do?

A.   Check if the project team has details that should be added to the register and plan

B.   Check with the sponsor for their approval of the register and plan.

C.   Check that the information is complete and distribute it as part of the weekly status report to the key stakeholders.

D.   Check that the information is correct and filter out sensitive information before sharing with stakeholders.

为了识别和分析项目干系人，项目经理制定了干系人登记册和干系人管理计划。项目经理应该如何处理？（   ）

A、 查看项目团队是否具有应添加到该登记册和该计划的详细内容。

B、 与项目干系人一同查看，寻求他们对于该登记册和该计划批准。

C、 检查信息是否完整，并将其作为每周状态报告的组成部分分发给关键干系人。

D、检查信息是否完整，在与干系人分享之前，过滤出敏感信息。

146、Using local resources in a project, the organization made some necessary adjustments to the current cost of the budget and goals, which led to reduce the duration of the project, the cost of non-local resources. The project manager decides to increase resources in the budget. What should the project manager use the kind of strategy?

A.   Share.

B.   Enhance

C.   Accept

D. Exploit

一个采用本地资源的某项目，组织对当前成本预算和目标作了一些必要的调整，这导致项目期间的非本地资源成本降低，项目经理决定在预算内增加资源。项目经理采用了何种战略？（　　　）

A、共享 （最有能力的资源）

B、增强

C、接受

D、开拓

147、A project manager runs a mission critical project with a tight schedule and budget limited. Some activities are key dependencies for the other. Which of the following components should be monitored closely to keep the agreed upon project schedule baseline?

A. Risks and their mitigation plan.

B. Activities on the critical path.

C. Integrated change control.

D. Tasks performed by less experienced resources.

项目经理管理一个进度紧、预算有限的关键性任务项目。其中某些活动是其他活动的关键依赖。若要保持约定的项目进度基准，应密切监控下列哪一个部分？（　　　）

A、 风险及其减轻计划

B、 关键路径上的活动

C、 整体变更控制

D、由较少经验的资源执行的任务

148、The project manager conducts an interview with a key stakeholder. This stakeholder insists that the project be completed by a certain date to allow the resulting product to be arranged manufacture in time for a critical trade exhibition. The stakeholder also insists that the product must pass existing international safety standards. The stakeholder will not release the initial fund for the project kick-off unless both conditions are included. Where must the project manager include these conditions?

A. Project summary milestones

B. Project contract summary

C. Project high-level requirements

D. Project exit criteria

项目经理会见了一个主要利害关系者。该利害关系者坚持认为，应在某日期完成项目，以便及时安排产品生产并参加某个贸易展览会。利害关系者还认为产品必须达到现行国际安全标准。只有接受这个条件，利害关系者才能提供项目所需启动资金。

项目经理应将这些条件纳入下列哪一项？（　　　）

A、项目主要里程碑

B、项目合同摘要

C、项目概括性需求

D、项目退出标准

149、 Senior management and the project manager to an international development project. The project sponsor provides documents as input to develop the project charter, The project manager has the statement of wok, business case, organizational process, documents, as well as other documents. What should be the next step of the project manager?

A. Release the project charter.

B.   Consolidate on the most important documents and use only these documents as input.

C.   Use expert judgment to assess all of the input documents.

D.   Use the unique program to validate the documents.

在一个拥有高级管理人员和项目经理的国际发展项目上。项目发起人提供文件，作为编制项目章程的依据。项目经理已经制作出了包括项目工作说明书、商业论证、组织过程文件以及其他文件。项目经理下一步应该怎么做？（   ）

A、发布项目章程

B、整合最重要的文件，仅把这些文件作为依据。

C、使用专家判断来评估所有的依据文件。

D、使用独特的程序来验证所有的依据文件。

150、   Project manager according to the agreed project scope required the ability to determine the project team member candidates. What should the project manager do?

A.   Negotiate with the functional manager to distribute the resource of project.

B.   Negotiate with the identified resources to join the project.

C.   Escalate the resource needs to the project sponsor immediately.

D.   Update the risk management log with the need for ability

项目经理根据交付约定项目范围所需的能力来确定项目团队成员候选人。项目经理应该怎么做？（   ）

A、 与职能经理协商，为项目分配资源。

B、 与确定的资源协商让其加入项目。

C、 立即将资源需求上报给项目发起人。

D、将能力需求更新到风险管理日志中。

151、The project team finds that the project is likely to be exposed to significant financial risk.What strategy should be used to manage this type of risk?

A.   Avoid.

B.   Share.

C.   Transfer.

D.   Accept.

项目团队发现项目有可能暴露于重大财务风险当中。若要管理这类风险，应该使用哪种策略？（   ）

A、回避

B、分享

C、转移

D、接受

152、Because there are too many conflicting discussions for the project deliverables, a project for the implementation of the new system encountered a problem when it is published, leading to the project manager to leave the company. A new project manager is assigned to the project. What is the new project manager should first take action?

A.   Finalize the project management plan and communicate with relevant stakeholders.

B.   Escalate to the project sponsor and seek support to deal with the ongoing discussions.

C.   Develop a work breakdown structure and communicate with all relevant stakeholders.

D.   Formalize a project charter and request approval from the sponsor and the key stakeholder.

由于对于项目可交付成果有太多互相矛盾的讨论，一个实施新系统的项目在发布时发生问题，导致项目经理离开公司。一名新项目经理被分配到该项目中。新项目经理首先应该采取的行动是什么？

（　　　　　　　）

A、完成项目管理计划，并与相关干系人沟通

B、上报项目发起人，并寻求支持，来处理正在进行的讨论。

C、制作工作分解结构，并与所有相关干系人沟通。

D、正式确定项目章程，并要求获得项目发起人和关键干系人的批准

153、 What information does a control chart provide to a project manager?

A.　Indicates the need for variance analysis.

B.　Illustrates how a process behaves over time.

C.　Helps a project manager to change the project scope.

D.　Identifies the project risks.

控制图会向项目经理提供什么信息？（　　　　）

A、指出偏差分析的需求

B、说明流程是如何随着时间表现的

C、帮助项目经理改变项目范围

D、识别项目风险

154、In a software project, an external change request is approved and being implemented. This change introduces new work package and additional funds .In which project document(s) will these funds be recorded?

A.　In the contingency reserves

B.　In the approved change request and change management plan

C.　In the cost baseline and approved change request

D.　In the cost performance index and budget at completion

在一个软件项目中，一项外部变更请求被批准，并正在执行。这包含新的工作包以及额外的完工资金。这些资金将被记录在哪一份（哪些）项目文件中？（　　　　）

A.　在应急储备金中

B.　在批准的变更请求和变更管理计划中

C.　在成本基准和批准的变更请求中

D.　在成本绩效指数和完工预算中

155、 A project is the use of lessons learned documentation demonstrates a poor use of historical information project. Which if the following tools should be used to find the causes of this issue?

A.　Control chart.

B.　Pareto chart.

C.　Run chart.

D.　Fishbone diagrams.

某项目正在使用的经验教训证明文件表明在整个项目过程中历史资料的利用较差。若要找到这个问题的原因，项目经理应该使用下列哪一项工具？（　　　　）

A、控制图

B、帕累托图

C、趋势图

D、鱼骨图

156、The main purpose of a quality audit within a project is to determine which of the following?

A. Effects of quality assurance activities.

B. Project schedule change.

C. Defects of the project deliverables.

D. Deviations of the project scope.

项目中质量审计的主要目标是确定下列哪一项？（   ）

A、质量保证活动的效果

B、项目进度变更

C、项目可交付成果的缺陷

C、项目范围的偏差

157、The project manager used which strategy?

A. Avoid

B. Accept

C. Share

D. Mitigate

在项目执行阶段，项目经理意识到一个新部件与一个旧产品的变化。项目经理为新部件的安装重订进度计划，以提供足够的时间来应对负面的影响。项目经理使用的是哪一种策略？（   ）

A. 回避

B. 接受

C. 分享

D. 减轻

158、When developing a process improvements plan. What does the project manager need to identify?

A. Stakeholders.

B. Activities which enhance value.

C. Subject matter experts.

D. Marketplace conditions.

项目经理在制定过程改进计划时需确认哪项内容？（   ）

A、利害关系者

B、提升价值的活动

C、行业专家

D、市场条件

159、Two project team members disagree about a solution, which creates a stressful atmosphere between the team members. What should the project manager do next?

A. Document the issue in the risk management log.

B. Treat the conflict as an issue to be solved by examining alterative.

C. Escalate the conflict to the project sponsor.

D. Consider the issue overnight and make a decision in the morning.

两名项目团队成员都对某个解决方案意见不一致，在两名团队成员之间造成紧张气氛。项目经理下一步应该怎么做？（   ）

A、在风险管理日志中记录该问题。

B、将冲突当作问题对待，通过检查备选方案来解决。

C、将逐步升级的冲突上报给项目发起人。

D、连夜考虑该问题，并在早晨决定。

160、 Collected after the project information needs, the project team to determine the scope of the project. To continue the project, what should the project manager do next?

A. Develop a project schedule.

B. Gradually led to the part of management and measurable.

C. To estimate the duration of the project and resource requirements.

D. Estimated costs.

收集完项目信息需求之后，项目团队确定了项目范围。若要继续项目，项目经理下一步应该怎么做？（ ）

A、制定项目进度表。

B、逐步促成可管理和可衡量的部分。

C、估算项目工期和资源需求。

D、估算成本。

161、 The project manager completes the identify Risks Process. Which one of the following information should be contained to the risk register at this stage?

A. Risk prioritization and list of potential responses.

B. List of identified risks and list of potential responses.

C. List of potential responses and risk categorization.

D. List of identified risks and risk prioritization.

项目经理完成了识别风险过程。在这个阶段，下列哪一项信息应该包含进风险登记册中？（   ）

A、风险优先顺序和可能的应对措施清单。

B、已识别的风险清单和可能的应对措施清单。

C、可能的应对措施清单和风险分类清单。

D、已识别风险的应对措施和风险优先顺序。

162、 The project manager meets the project sponsor and provides a project update. The sponsor finds this change would not be great if changes suggested by the uses could be included to ensure the project performs better. The sponsor believes this is a small issue and can be completed easily before the next deadline. What should the project manager do next?

A. Include requirements of the team and ensure that the sponsor's thoughts are incorporated.

B. Submit suggested changes and perform a variances analysis.

C. Inform the sponsor that the suggestions will be considered after the next delaine.

D. Explain to the sponsor that project requirements have already been finalized.

项目经理遭遇发起人提供的一个需要更新的项目。发起人发现这种变更不会很大，并且可以确保项目性能会更好。发起人认为这是一个小问题，并且这种变更可以在项目的最后期限来临之前轻易完成。项目经理接下来应该怎么做？（   ）

A、包含项目团队需求和保证发起人的想法具体化。

B、提交变更请求，并执行偏差分析。

C、告知发起人，将会在下一个期限之后考虑该建议。

D、向发起人解释，项目需求已经最终确定。

163、 Your company is a pioneer in the construction industry. The government recently floated a tender for setting up a new airport. Since you do not have all the requisite skills within the company, you enter into

a joint venture with a leading airport construction company to bid jointly for the government contract. This is an example of :

A. Exploit.

B. Share.

C. Enhance.

D. Transfer.

你们公司在建筑行业是佼佼者。政府最近准备筹建一个新机场。你们公司因为不拥有所有必备的技术，因此你们准备跟机场建设行业领先的公司合作投标这份合同。这是一个什么例子？（   ）

A、开拓

B、分享

C、提高

D、转移

164、 An environmental remediation project has succeeded in reducing costs. This achieved by implementing a change request for new technology that was not available when the scope was originally defined. The technology change that is adopted is a/an:

A.   Value adding change.

B.   Error or omission in defining the scope of the project.

C.   External event.

D.   Contingency or workaround plan.

一个环境保护项目成功降低了成本。这是执行了使用新技术的变更后实现的。这个新技术在最初定义范围时是不可用的。由于采用新技术的变更而降低了项目成本，这被称为：（   ）

A、增值变更

B、定义项目范围时的错误或遗漏

C、外部事件

D、应急计划或者权变计划

165、 You have been working on a project for the last six months. Your management lets you know that you will receive an incentive of $5000, if you complete the project one month ahead of schedule. When closing the project ahead of schedule, your team informs you that the product contains a minor flaw and may not fully satisfy the customer's needs. However, rectification of the minor flaw will require a lot of changes and take 2 more months. In this context, you will:

A.   Close out the project.

B.   Review the situation with your customer and sponsor.

C.   Rectify the flaw and then close out the project.

D.   Close the project and then inform the sponsor about the flaw.

你最近六个月曾工作在一个项目中。你的管理层告诉你如果提前 1 个月完工，你将得到 5000 元的激励。当你快要提前结束项目时，你的一名团队成员告诉你产品中包含的一个小缺陷将不能完全满足用户的要求，纠正这一错误则需要一些变更，不过这得花 2 个月时间。这时你会：（   ）

A、结束项目

B、与你的客户和发起人一起审核当前状况

C、纠正错误，然后结束项目

D、结束项目，然后把错误通知发起人

166、 You monitored figures on cost and planned/earned value for each individual project week until the data date at the end of the sixth week. What is the status of this project at this date?

Project Week	Actual Costs	Earned Value	Planned Value
1	$65,000	$61,000	$67,000
2	$85,000	$79,000	$89,000
3	$100,000	$102,000	$110,000
4	$125,000	$124,000	$121,000
5	$135.000	$133,000	$139,000
6	$125,000	$120,000	$131,000

A. The project is ahead of schedule and over budget.

B. The project is ahead of schedule and under budget.

C. The project is behind schedule and over budget.

D. The project is behind schedule and under budget.

你在监控每周项目的成本和计划值、实现值直到第 6 周结束。这个项目在这个日期的状态如何？（   ）

A、项目进度提前，成本超支

B、项目进度提前，成本节约

C、项目进度落后，成本超支

D、项目进度落后，成本节约

167、 During the project, a team member tells you that a major risk identified by the team has occurred. However, it is not as serious as previously thought. What is the FIRST thing you should do？

A. Increase the quality standard.

B. Present this finding to the project team and ask them to verify the team member's finding.

C. Investigate changing the contingency plan

D. Notify management.

项目实施期间，一名团队成员告诉你，发生了一项已识别的重要风险。但影响并没有比之前预算的严重。你首先应该做什么？（   ）

A、增加质量标准。

B、将这个发现告诉团队成员，让他们核实这位团队成员的发现。

C、研究变更应急计划。

D、通知管理层。

168、 The project manager is working to clearly describe the level of involvement expected from everyone involved in the project in order to prevent rework, conflict, and coordination problems. Which of the following BEST describes the project manager's efforts?

A. Develop Project Management Plan and Plan Quality.

B. Problem solving, control, and discovering gold plating.

C. Verify Scope and Control Quality.

D. Monitor and Control Risk. Develop Project Team, and Lessons Learned.

项目经理正在尽可能详细的描述每位团队成员所负责工作的层级，以避免返工、冲突和协调问题的发生。以下哪一项描述了项目经理所做的工作？（   ）

A、制定项目管理计划和规划质量。

B、解决问题、项目控制和寻找镀金。

C、确认范围和控制质量。

D、监控风险、组建项目团队和总价经验教训。

169、 In the process of implementing the project, you discover a deliverable has not received. The seller it is not the content of the contract, but you remember clearly before you discussed this matter, even reached consensus. But you really in the contract did not find the related regulations. Your best approach is:

A. The deliverables may be described in the specification requirements, and not in the contract.

B. Required to complete the deliverable.

C. Submit requests for contract changes, in order to obtain the deliverables.

D. Require the seller to complete the deliverables.

在项目实施过程中，你发现一项可交付成果还没有收到。卖方告诉你它不是合同的内容，但你清晰记得之前你们讨论过此事，甚至还达成果一致意见。但你的确在合同中没有发现相关的规定。你的最佳做法是：（ ）

A、这项可交付成果可能在规范要求中有所描述，而不是在合同中。

B、按要求完成这项可交付成果

C、发起合同变更请求，以便取得这项可交付成果。

D、要求卖方完成这项可交付成果。

170、 The project has been going relatively well, although there have been some problems with resource availability and the project scope has changed more than was expected. The project is now completing one of its phase. Of all decisions the sponsor must consider during an end-of –phase review meeting, the MOST difficult is:

A. Authorizing scope change for the next phase.

B. Authorizing budget increase for the next phase based on scope changes.

C. Cancelling the project.

D. Decreasing scope to maintain the budget.

尽管出现了资源到位和范围变更的问题，但是项目相对来说进展还是比较顺利。到目前为止，项目第一阶段已经完成。发起人在阶段结束后的评审会议上所考虑的各种决策中，其中最难的是：（   ）

A、对下一项目阶段范围变更的授权。

B、对下一阶段由于范围变更导致预算增加的授权。

C、取消项目。

D、为了维持预算而进行范围消减。

171、 A project manager has held a video conference with some of the project team about a technical problem on the project. Various solutions were proposed and discussed, and a few were saved for later analysis. As a result, the issue is better understood and its description has been updated in the issue log. The project schedule has not been changed. During a follow-up meeting to make a final decision, a team member notifies the project manager that another team member expressed concern that he was not included in the meetings. Another team member mentions that he remembers seeing a letter from one of the potential sellers during the bidder conference that may shed some light on how to solve the issue. The team tries to find the letter but no one remembers which seller sent it and they cannot find it in their own e-mail archives. Which of the following would it be BEST for the project manager to do?

A. Investigate the quality of the records management system

B. Contact all the potential sellers to find out who might have sent the letter.

C. Discover why the issue was not clearly described in the issue log in the first place.

D.　Find out why the other team member was not included.

项目经理和部分团队成员召开视频会议讨论了关于项目的一个技术问题。会议期间很多人提出了各种各样的建议，其中一部分已经存档准备后续进一步分析。这样，大家清楚地理解了问题并将问题的描述记录在了问题日志里，项目进度没有受到影响。在下一次会议上准备做最终决策时，一名团队成员告诉项目经理，另外一名团队成员没有参加之前的会议。另外这名团队成员开始寻找往来的信件，但没有人记得哪位是供应方。在邮件文献中也没有找到相关记录。此时，项目经理最好应该怎么做？（　　　　）

A、调查记录管理系统的质量

B、联系所有潜在的供应方，找到那位发邮件的卖方。

C、寻找问题没有清晰记录在问题日志上的原因

D、查找这位团队成员没有包括在与会名单里的原因。

172、 The networking vendor has contacted the project manager to inform her that the recent earthquake will impact the delivery of critical components. The project team meets to determine the impact on the overall project and determines that staffing will not be affected, but that changes will need to be made in the areas of risk and cost management. It is too soon to tell if quality baselines will be affected by this schedule change. What is the project team involved in here?

A.　Configuration management.

B.　Work authorization analysis.

C.　Status review meeting.

D.　Integrated change control.

网络供应商告诉项目经理，最近的这次地震会对关键零件的交付产生影响。于是团队成员开会讨论对项目整体造成的影响。讨论结果为：对人员培训无影响，对风险和成本管理有影响。但现在还不能确定是否对质量基准造成影响。项目团队正在做什么？

A、配置管理

B、工作授权分析

C、状态评审会议

D、整体变更控制

173、 How many stakeholders are there with 45 communication channels?

A.　11

B.　10

C.　9

D.　8

存在 45 个沟通渠道时，有多少个干系人？

A.　11

B.　10

C.　9

D.　8

174、 The results of another project have just been posted. Substantial rework will be required in order to meet the project requirements. Because the cost is so high, effective immediately, the project management office will be requiring all projects to do statistical sampling. What is the project management office concentrating its efforts on improving?

A.　Quality management.

B.　Perform Quality Assurance.

C. Plan Quality。

D. Perform Quality Control.

另外一个项目的结果刚刚被张贴出来，为了满足项目需求必须进行返工。由于成本较高，所以项目管理办公室要求所有的项目进行统计抽样。项目管理办公室这样做的目的是改善？

A、质量管理

B、实施质量保证

C、规划质量

D、实施质量控制

175、 You have just finished most of the work on a new system integration project when the seller comes to you with detailed procedures for close out of the contract. The contract included closeout procedures. What should the project manager do?

A. Revise the closeout procedures after getting management's approval.

B. Get a change order.

C. Create new procedures that are more complete.

D. Assess the quality of the seller's new detailed procedures and if they are better than the current procedures .use them.

你刚刚完成一个系统集成项目的大部分工作。供应商找到你并拿出一个详细的合同收尾程序。但是合同中已经规定了合同收尾程序，作为项目经理的你应该怎么做？

A、获得管理层批准后收尾程序

B、获得一个变更单

C、建立一个更加完整的程序

D、评估供应商新的详细程序的质量，如果好于现在的程序，就予以采纳。

176、 When training new project team members, you were asked what should be done during scope validate, your answer should be:

A. Verify product correctness.

B. Create WBS.

C. Inspection.

D. Performance measurement.

在培训新的项目团队成员时，项目团队成员问你确认范围应该怎么做，你的回答是？

A、核实产品的正确性。

B、创建 WBS。

C、检查。

D、绩效测量。

177、 You are the project manager for a large government contract. The contract was signed a year ago for this tree-year, mufti-million-dollar project. You were not involved in writing the contract or setting up change control procedures, but now you are being inundated with change requests from the project sponsor and from your own senior management. What should you do first?

A. Tell the sponsor and your senior management that any changes are out of scope at this point and cannot be considered.

B. Meet with the project sponsor and senior management to discuss this problem and potential solutions.

C. Talk to your legal department to make sure you doesn't do anything illegal.

D. Ask senior management to set aside more management reserve to avoid potential financial problems.

你是一个大型政府合同的项目经理。这一个三年期几百万美元的项目合同一年前就签下了。你没有参与合同的起草和变更控制程序的制定。但是现在你被发起人和上级主管的变更淹没了，你该怎么办？

A、告诉发起人和高级管理层，到此时任何的变化都超出了范围，不应当考虑了。

B、会见项目的发起人和高层，商讨问题和可能的解决方案。

C、和法律部门交谈，以保证你的活动不会违法。

D、要求高层设立更多的管理储备来避免财务问题。

178、 Your company has an emergency and needs contracted work done as soon as possible. Under these circumstance, which of the following would be the MOST helpful to add to the contract?

A.　A clear scope of work.

B.　Requirements about which subcontractors can be used.

C.　Incentives.

D.　A force majeure clause.

你公司遇到紧急情况，需要尽快把工作外包，把下面哪一条加入合同中会对你有帮助？

A、明确的工作说明

B、关于如何选择分包商的要求

C、激励机制

D、不可抗力条款

179、 A customer has given you a procurement statement of work for a complex, eight-month project that has a few unknowns. The customer has asked you to just "get it done" and only wants to see you at the end of eight months when you deliver the finished project. Under these circumstances, which of the following is the BEST thing to do?

A.　Complete the project as requested, but validate its scope with the customer occasionally throughout.

B.　Complete the project within eight months without contacting the customer during this time.

C.　Ask management to check in with the customer occasionally.

D.　Complete the project, but document that the customer did not want contact.

一位客户交给你一份采购工作说明书，要求你去完成一个复杂的、为期八个月的项目。客户告诉你，他只想在 8 个月后项目结束时得到他想要的。不过，在接到 SOW 后，你发现还有几个要点尚未明确。客户要求你只管去做就好了，而且只希望在 8 个月后你把完成的项目交给他。在这种情况下，你最优的做法是？

A、开始项目，但是要不定期让客户确认范围

B、开始项目，8 个月后让客户确认范围

C、让管理层与客户不定期接触

D、开始项目，并将客户不愿意中途联络的要求记录下来

180、 During the project is executing, a project manager from the information systems department is trying to complete the project, yet is constantly faced with interference from the manager of the engineering department. The engineering department keeps changing the resources assigned to the project team and their availability. What type of matrix does this represent now?

A.　Strong matrix.

B.　Weak matrix.

C.　Functional matrix.

D.　Tight matrix.

在项目执行期间，来自信息部门的项目经理负责完成项目，但工程部门的经理经常干涉项目。工程部门经理经常改变放在项目上的资源。此项目现在处于哪种组织结构中？

A、强矩阵

B、弱矩阵

C、职能矩阵

D、紧密矩阵

181、 A functional manager meets with the project manager's boss to discuss a change to the acceptance criteria for a major deliverable. After the meeting, the boss calls the project manager into his office and tells him to make the change. What is the best thing to do?

A. Make the change as soon as possible.

B. Understand the change.

C. Supply the boss with a change form.

D. Evaluate the impact of the change.

一位职能经理与项目经理的上司讨论了一个针对验收标准的变更。会议过后，项目经理的上司通知项目经理进行变更。在这种情况下，项目经理最好应该？

A、尽快变更

B、理解该变更

C、交给上司一份变更请求

D、评估该变更的影响

182、 During a team meeting, a team member asks about the measurements that will be used on the project to judge performance. The team feels that some of the measures related to activities assigned to him are not valid measurements. The project is best considered in what part of the project management process?

A. Closing.

B. Monitoring and controlling.

C. Executing.

D. Initiating.

在一次团体会议上，一名团队成员索要将用于评估项目绩效的测量标准。这位团队成员认为有些测量标准不符合他所从事的活动。此时，项目处于哪个管理过程组？

A、收尾   B、监控   C、执行   D、启动

183、 A major construction project has been having a lot of schedule changes due to unanticipated weather problems. Who is it best to notify of these changes?

A. Stakeholders.

B. Sponsor.

C. Project team.

D. Functional managers.

一个建筑项目由于无法预料的天气原因而频繁发生进度的变更。这些变更最好通知谁？

A、干系人   B、发起人   C、项目团队   D、职能经理

184、 A project manager for a large manufacturing concern is working on a project that calls for a building to be constructed to house a new clean system manufacturing process that is critical to the success of the project. Construction is not a core competency of his company. His team has the ability to create a detailed procurement statement of work, with penalties if specific statements of work deliverables are not

met. He is in the Plan Procurements process, evaluating which contract would work the best. Which of the following is the BEST type of contract for this situation?

A. Fixed price(FP)
B. Cost plus fixed fee (CPFF).
C. Cost plus incentive fee (CPIF).
D. Time and Material (T&M).

项目经理目前正在考虑建造一个配置新空调系统的工厂。由于建筑并非该公司的强项，他们决定将该工作外包。项目经理的团队有能力编写详细的 SOW，其中还包括由于无法达成某种条件而设计的惩罚条款。你认为最合适的合同类型是？

A、固定总价合同（FP）

B、成本加固定费用合同（CPFF）

C、成本加激励费用合同（CPIF）

D、工料合同（T&M）

185、 The customer responsible for overseeing your project asks you to project a written cost estimate that is 30 percent higher than your estimate of the project's cost. He explains that the budgeting process requires managers to estimate pessimistically to ensure enough money is allocated for projects. What is the best way to handle this?

A. Add the 30 percent as a lump sum contingency fund to handle project risks.
B. Add the 30 percent to your cost estimate by spreading it evenly across all project activities.
C. Create one cost baseline for budget allocation and a second one for the actual project management plan.
D. Ask for information on risks that would cause your estimate to below.

负责监管项目的客户要求你创建一份书面成本估算。其估算额要比项目的估算成本高出 30%,理由是希望经理们悲观地进行制定项目预算，以确保项目分配到足够的费用。处理此问题的最佳方法是什么？

A、增加 30%的应急资金以应对项目风险

B、增加 30%的成本估算，并平均地分配给项目活动

C、制定两个成本基线，一个给管理层分配费用使用，另一个用于实际的项目管理计划

D、寻找造成自己较低估算的风险信息

186、 A project is facing a major change to its project deliverables. If the project manager is involved in determining which quality standards are relevant to the change, the project manager must be involved in :

A. Quality management.
B. Perform Quality Assurance.
C. Plan Quality.
D. Perform Quality Control.

项目经理正面临一个很大的变更。如果项目经理需要参与决定该变更相关的质量标准，那么，他必须进行？

A、质量管理　　　　　B、质量保证　　　　　C、质量规划　　　　　D、质量控制

187、 You are a project manager for a US$3,000,000 product development project. Your project is well into the executing process group and remains on time, on budget, and on specification. This morning your project sponsor called to express concern about the project. Based on the schedule baseline, the project should be nearing implementation, but the sponsor does not know the current status of the project, you remind the sponsor that your team produces a detailed status report weekly and distributes it via E-mail. The sponsor

indicates that E-mail is too impersonal and verbal updates are preferred. This situation suggests problem with which of the following project management processes?

A. Plan communications.
B. Plan stakeholder management.
C. Management stakeholder engagement.
D. Identify stakeholders.

你是一个预算为 3,000,000 美元的产品开发项目的项目经理。项目处于执行阶段，进度、预算及规范均在计划内。今天早上，项目发起人给你打电话表达了他对项目的担心。根据进度基线，项目马上进入实施阶段，但发起人对项目的近况一点儿都不知情。你提醒发起人，团队成员每周都会制定详细的项目近况报告，并通过电子邮件分发出去。发起人指出，电子邮件个人针对性不强，他更希望口头汇报。以下哪一个过程出了问题？

A、规划沟通   B、规划干系人管理
C、管理干系人参与   D、识别干系人

188、 While planning the project, you discover that an expert resource might be available to work on your project. However, the resource manager will not commit to the resource being on your team at the present time. The best thing to do would be to estimate the task:

A. As if the expert resources were available.
B. As though you had an average resource doing the task.
C. As if you had an inexperienced resource.
D. Using the Delphi method.

在编制项目计划时，你发现有一个专家资源可资利用到你的项目中，但是资源经理当时却不能承诺把他分配到你的项目团队中。你估算这个任务时应该?

A、按照专家能否利用来估算。
B、按照普通的资源水平来完成任务
C、按照不熟练的资源水平来完成任务
D、使用德尔菲法

189、 A project manager discovers a defect in a deliverable due to the customer under contract today. The project manager knows the customer does not have the technical understanding to notice the defect. The deliverable meets the contract requirements, but it does not meet the project manager's quality standard. What should the project manager do in this situation?

A. Issue the deliverable, and get formal acceptance from the customer.
B. Note the problem in the lesson learned so future projects do not encounter the same problem.
C. Discuss the issue with the customer.
D. Inform the customer that the deliverable will be late.

项目经理在交付的成果上发现一个瑕疵。他知道客户由于对技术理解的欠缺不会发现这个问题的。交付的成果符合合同要求，但没满足项目经理的质量标准。在这种情况下，项目经理应该怎么办？

A、提交该可交付成果，并获得客户的正式接受。
B、在经验总结中记录该问题，避免后续的项目遇到同样的问题
C、和客户一起讨论此问题
D、告诉客户，提交可交付成果的日期将被延迟。

190、 A construction project has a work package that could result in fatalities or long term disabilities with losses of over US$2 million. The company has had a clean record in the past and has won several safety awards. An appropriate risk response strategy is to:

A. Post a sign that describes the number of injuries to date and remind everyone to be careful.

B. Insure against the risk.

C. Add classroom training on safety for the project team.

D. Not do the work package.

一个建筑项目上某一工作包会导致死亡事故或永久残疾，损失的成本将超过 2,000,000 美元。你公司过去记录良好，而且获得过安全贡献奖。此时，应采取何种风险应对措施？

A、贴告示通知受伤的数量，提醒所有人当心。

B、购买保险

C、给团队增加安全方面的培训

D、不要做这个工作包

191、 A team member determines that the scope for the activity is no longer valid. She comes to you for advice on making the change. To which of the following documents should the project manager refer to make this change?

A. The project management information system.

B. The scope management plan.

C. The cost management plan.

D. The work authorization system.

团队成员认为她所工作的活动范围不再适用，找你寻求关于进行变更的建议。项目经理应该参考以下哪一份文件？

A、项目管理信息系统   B、范围管理计划

C、成本管理计划   D、工作授权系统

192、 The customer is repeatedly requesting changes. You discover the contract does not include procedures for implementing change. There are no available funds in the customer's budget to accommodate change. What should you do?

A. Ask your management to use money from the company's cost reserve.

B. Tell the customer there is no budget for changes in the project.

C. Discuss the situation with the customer to decide how to remedy this problem.

D. Make only those changes that do not impact cost.

客户不断要求进行变更。你发现合同中没有规定实施变更的程序。客户预算也没有包括处理变更的费用问题。你应该怎么做？

A、征求管理层意见，要求动用公司成本储备。

B、直接告诉客户，项目预算中未包含变更所需的费用。

C、和客户讨论，寻求解决问题的办法。

D、只进行那些不影响成本的变更。

193、 A project manager is working on a major new product development project when a risk occurs that does not have a risk response plan .What should the project manager do?

A. Hold a risk reassessment and plan a workaround.

B. Inform management and communicate the new to the team.

C. Communicate the planned response to the stakeholder.

D. Use some of the reserves to accommodate the risk.

项目经理负责的新产品开发项目发生了一项风险，在这项风险之前没有制定应对计划。项目经理应该怎么做？

A、进行风险评估，并制定权变措施。

B、将新风险通知给管理层。

C、和干系人商谈应对计划。

D、动用一些储备。

194、 A project manager presented premier performance certificates to project team members who delivered above and beyond their required activities at each project milestone. This is an example of:

A. Project performance appraisal.

B. Gold plating.

C. A recognition and reward system.

D. Team building.

在每一个里程碑出色完成任务时，项目经理都会给团队成员颁发杰出绩效奖状。这是以下哪一个的例子？

A、项目绩效评价   B、镀金   C、认可与奖励系统   D、团队建设

195、 Two months into a design project, the customer requested a modification to the product. The change was made without notifying the project manager. During the final testing phase, results were different then what was planned for. This scenario is BEST thought of as an example of which of the following?

A. Poor scope control.

B. Poor adherence to the quality management plan.

C. Poor development of the quality management plan.

D. Poor definition of the test plan.

一个设计项目经历了两个月后，客户要求修改产品。项目经理对此事并不知情。在最终测试阶段，测试结果和计划规定的不符。这是以下哪个选项的例子？

A、范围控制的较差

B、未遵循沟通管理计划

C、质量管理计划规划的不到位

D、对测试计划的定义规定不足。

196、 During the project, many change requests are submitted. Two specific change requests are approval. What should the project manager do next?

A. Immediately inform the team members working on the affected activities.

B. Update affected elements in the project management plan.

C. Evaluate the impact of the change requests.

D. Update the project schedule.

在项目期间，提交了许多变更请求。有两项特定的变更请求获得批准。项目经理接下来应该怎么做？

A、立即通知团队成员着手于受影响的活动

B、更新项目管理计划中受影响的部分

C、评估变更请求的影响

D、更新项目进度

197、A system implementation, the project manager meets with an unsatisfied functional manager. The functional manager questions the project manager's authority to continue with the project completion. Which one of the following documents is the project manager present to the functional manager?

A. The project charter.

B. The project management plan.

C. The project scope statement.

D. The project organization chart.

在系统实施过程中，项目经理遇上了一位不满意的职能经理。职能经理质疑项目经理继续完成这个项目的职权。项目经理向职能经理提供下列哪一项文件？

A、项目章程　　　B、项目管理计划　　　C、项目范围说明书　　　D、组织结构图

198、A manufacturing project is conducted under limited time constraints. At the point of delivery, a large batch of components must be scrapped, as they do not meet the industry minimum requirements. What should the project manager have done to prevent this problem?

A. Surveyed the industry standards and enterprise environmental factors.

B. Initiated quality audits to ensure that the planned quality assurance activities are followed.

C. Increased the focus on risk identification, mitigate and contingencies.

D. Obtained approval from the sponsor to extend project time line.

一个制造项目是在有限的时间约束条件下开展的。交付时，一大批部件必须废弃，因为它们不满足行业最低要求。若要防止这个问题，项目经理应该做什么？

A、研究行业标准和企业环境因素

B、启动质量审计，确保遵循计划的质量保证活动

C、提高对风险识别、减轻和应急的关注

D、获得发起人对延长项目工期的批准

199、While in the execution phase, the project team anticipates that the customer may request a new set of requirements. This is logged as a risk. Today, the customer formally gives notice that the new requirements are to be effective. What should the project manager's next step be?

A. Update the risk register and create a change request.

B. Execute the risk response plan associated with the risk.

C. Update the risk register and the risk management plan.

D. Adjust the schedule in accordance with the new requirements.

在项目执行阶段，项目团队预计客户可能会提交一系列新的需求。这被认为对项目是有风险的。今天，客户正式被告知新的需求将会生效。项目经理下一步应该怎么做？

A、更新风险登记册和提交变更请求

B、对相关风险执行规划风险应对

C、更新风险登记册和风险管理计划

D、根据新的需求调整一个进度表

200、The director of the business unit submits a request for a new software application. The project manager determines the need for project requirements gathering and scope development. Which of the following should the project manager be performed?

A. Create the technical specification and requirements traceability matrix.

B. Create issue log and perform risk analysis.

C. Document a product description and create a list of stakeholders.

D.　Draft the current and future processes and draft the work breakdown structure.

业务部门的总监提交了一份有关新的软件应用程序的变更请求。项目经理确定了为项目收集需求和定义范围的必要性。下列哪一项是项目经理需要执行的内容？

A、创建技术规范和需求跟踪矩阵

B、创建问题日志和执行风险分析

C、描述产品文档和创建干系人列表

D、起草项目当前和未来的流程以及起草工作分解结构