



清晖PMP复习测试题五

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1. A project manager receives contradictory input from some stakeholders regarding a project's pros and cons. This impacts other stakeholders' levels of support and understanding of how the project will benefit the organization.

What should the project manager do to align stakeholders' opinions and obtain their active participation?

- A. Explain the business need, product scope description, and strategic plan as outlined in the statement of work (SOW) to the stakeholders.
- B. Review the SOW and business case to identify key stakeholders, then immediately hold a meeting to clarify the business value.
- C. Immediately meet with the stakeholders and urge them to make a decision.
- D. Log it in the risk register to document potential risks for further mitigation.

项目经理收到一些相关方对项目利弊的矛盾意见。这会影响其他相关方对该项目如何使组织受益的支持和理解水平。

项目经理应该如何调整相关方的意见并获得他们的积极参与？

- A. 向相关方解释工作说明书（SOW）中概述的业务需求、产品范围描述和战略计划。
- B. 审查工作说明书和商业论证以识别关键相关方，然后立即召开会议以澄清商业价值。
- C. 立即与相关方开会，并敦促他们作出决定。
- D. 将其登记在风险登记册中以记录从而减轻潜在风险。

2. While preparing the status report for stakeholders, the project manager discovers a negative cost variance for a project where 10 percent of the work has been completed. What should the project manager do prior to meeting with the stakeholders?

- A. Forecast the estimate at completion (EAC) .
- B. Initiate change control procedures.
- C. Put the project on hold until a response strategy is determined.
- D. Use the contingency reserve.

在为相关方准备状态报告时，项目经理发现一个项目的成本偏差为负数，该项目 10%的工作已经完成，在与相关方开会之前，项目经理应该怎么做？

- A. 预测完工估算（EAC）。
- B. 启动变更控制程序。
- C. 搁置项目直到确定应对策略。
- D. 使用应急储备。

3. A project manager identifies a major variance from a project baseline that was based on the project exception report. What should the project manager do next?

- A. Crash the project.
- B. Engage with the main stakeholder.
- C. Replan the project.
- D. Negotiate with the sponsor.

项目经理识别到一个基于项目例外事项报告的项目基准主要偏差，项目经理下一步应该怎么做？

- A. 赶工。
- B. 与主要相关方联系。
- C. 重新制定项目计划。
- D. 与发起人谈判。

4. A company is going through a reorganization. Although not all new positions are known yet, organizational changes are already being communicated.

What should the project manager do?

- A. Update the risk management plan with potential future stakeholder changes.
- B. Update the stakeholder register with the information that is already available.
- C. Align expectations with key stakeholders.
- D. Inform all stakeholders about the current project status.

一家公司正在进行重组，虽然并不是所有新职位都是已知的，但是组织变更情况已经传达，项目经理应该怎么做？

- A. 在风险管理计划中更新潜在的未来干系人变更。
- B. 在干系人登记册中更新已知的信息。
- C. 与关键干系人的期望保持一致。
- D. 通知所有干系人当前项目状态。

5. A project is budgeted at US\$60 million and is scheduled to take 24 months to complete. After

12 months, the project is 60 percent complete and has used US\$35 million.

What is the status of the budget and schedule?

- A. On budget and ahead of schedule
- B. Over budget and ahead of schedule
- C. On budget and on schedule

D. Behind schedule and over budget

一个项目预算为 6000 万美元，预计需要 24 个月才能完成。12 个月后，该项目完成了 60%，并使用了 3500 万美元。

那么预算和进度的状态如何？

- A. 符合预算，并超前于进度
- B. 超出预算，但超前于进度
- C. 符合预算和进度
- D. 落后于速度，并超出预算

6. After formal client acceptance, project deliverables were provided to the end users. These users then identified a defect, for which the client holds the project manager responsible.

What could have prevented this misunderstanding?

- A. Proper project transition procedures
- B. A negotiation with the client on warranty forms and conditions
- C. Removal of project access to all team members after project closure
- D. Ensuring the client understood this was not part of the original requirement

在客户正式验收之后，项目可交付成果被提供给最终用户，然后，这些用户发现一个缺陷，客户认为项目经理应负责。

怎样可以防止这种误解？

- A. 正确的项目移交程序
- B. 与客户就保修条款和条件进行谈判
- C. 项目关闭后解除所有团队成员的访问权
- D. 确保客户理解这不是原始需求的一部分

8. One year into a five-year project, the project manager realizes that the reason for high team turnover is that the team does not receive the same financial allowances as other teams that are working on the same project. The project manager forecasts that with this high staff turnover rate, the project will suffer a two-and-a-half-year delay. The amount to cover additional disbursements was not included in the contract, and the project sponsor is unwilling to renegotiate.

What should the project manager do?

- A. Present a change request to reduce scope to the project sponsor.
- B. Pay disbursements using budget reserves.
- C. Escalate the problem to the organization's program or portfolio management office (PMO).

D. Request a schedule extension.

在一个为期五年的项目执行一年后，项目经理得知，团队人员流动率高的原因在于团队没有收到与正在从事同一个项目的其他团队相同的财务津贴。项目经理预测，因为如此高的人员流动率，该项目将遭受两年半的延期。支付额外补偿的金额未包含在合同中，项目发起人不愿意谈判。

项目经理应该怎么做？

- A. 向项目发起人提出一个减少范围的变更请求。
- B. 使用预算储备支付补偿。
- C. 将该问题升级上报给组织的项目集或项目组合管理办公室。
- D. 请求延长工期。

9. During a meeting to assess the current status of project activities, the team discovers that there are some risks that will influence the deliverables. What should the project manager do?

- A. Track the discovered risks, identify and analyze new risks, and evaluate risk process effectiveness throughout the project.
- B. Record risk management information for lessons learned purposes.
- C. Record the impact on and effectiveness of the Monitor Risks process.
- D. Tailor the risk breakdown structure (RBS) to include any new risks.

在评估项目活动现状的会议中，团队发现存在一些影响可交付成果的风险。项目经理应该怎么做？

- A. 跟踪已发现的风险，识别和分析新风险，并评估整个项目的风险过程有效性。
- B. 记录风险管理信息用于经验教训。
- C. 记录监督风险过程的影响和有效性。
- D. 定制风险分解结构（RBS）以包含任何新风险。

10. After completion of a project's first deliverable, a stakeholder advises that it does not fulfill the business requirements. What should the project manager do next?

- A. Review the work breakdown structure (WBS) dictionary.
- B. Submit a change request to add time to fix the deliverable.
- C. Perform the Validate Scope process.
- D. Update the project management plan.

完成一个项目的第一个可交付成果后，一位相关方告知该可交付成果不满足业务需求。项目经理下一步应该怎么做？

- A. 审查工作分解结构（WBS）字典。
- B. 提交一份变更请求，以增加时间修正可交付成果。
- C. 执行核实范围过程。
- D. 更新项目管理计划。

11. The construction process for a building project is complete, and the project manager wants to close the project. Some team members are already assigned to a new project. The remaining team members are unsure about what to capture in the close-out report.

What should the project manager do?

- A. Complete the report using the lessons learned from a similar, previous project.
- B. Forego the lessons learned meeting and complete the task independently.
- C. Conduct the project close-out work with the remaining team members and solicit input from the reassigned members.
- D. Hand over the project close-out phase to the project manager working on the new project.

一个建筑项目的施工过程已经完成，项目经理希望结束该项目，一些团队成员已经被分配到一个新项目，剩余团队成员不确定在收尾报告中要收集什么信息。

项目经理应该怎么做？

- A. 使用从以前类似项目中收集的经验教训完成该报告。
- B. 放弃经验教训会议，并独立完成任务。
- C. 与剩余团队成员一起进行项目收尾工作，并请求已经被分配到新项目的团队成员提供输入。
- D. 将项目收尾阶段交给负责新项目的项目经理。

12. Some members of a project team work from home. During a weekly video-conference, much time is lost due to disconnected or dropped participants, background noise, strong interference, or multiple people speaking simultaneously. People are becoming annoyed and ask not to participate.

What should the project manager do?

- A. Change the frequency of the weekly meetings to monthly.
- B. Request that all the team members meet physically for the weekly meeting.
- C. Define and train the team on a set of minimum requirements, rules for home and remote offices, and meeting etiquette.
- D. Hold individual meetings with team members and consolidate the information in meeting minutes for distribution.

项目团队的一些成员在家工作。在每周一次的视频会议中，由于参会者断线或掉线、背景噪音、强干扰或多人同时发言，导致损失很多时间。参会人员感到恼火，要求不要参加这种会议。

项目经理应该怎么做？

- A. 将每周一次的会议频率更改为每月一次。
- B. 要求所有团队成员本人每周亲自到场参加一次会议。
- C. 为在家和远程办公的同事定义一套会议规则和会议礼仪的最低要求并培训团队。
- D. 与每名团队成员单独召开会议，并整理信息生成会议记录以供分发。

13. A vendor who supplied material that failed to meet a technical requirement claims that the requirement was not part of the contract. What should the project manager have done to avoid this issue?

- A. Reviewed the approval of the procurement statement of work (SOW)
- B. Conducted in-house inspections
- C. Performed risk identification activities UPH
- D. Hold inspections at the vendor's premises

一个供应商提供的材料不符合技术要求，该供应商称该要求不属于合同的一部分，若要避免这个问题，项目经理应该事先做什么？

- A. 审查采购工作说明书（SOW）的批准情况
- B. 进行内部检查
- C. 执行风险识别活动
- D. 对供应商的场所进行检查

14. A project manager is leading a project to develop a new company-sponsored community event. There are several competing priorities and significant logistical details. Since security is a top priority, the project team contracts a security subject matter expert (SME). Together they create a risk matrix and discover that the overall risk score is lower than expected.

Why was the overall risk score lower than expected?

- A. The SME contributed to the risk register and the team was able to mitigate the security risks.
- B. The team accepted the security risks because the other risks were low.
- C. The project manager transferred the ownership of the threat to a third party.
- D. The project manager revised the risk response plan.

项目经理正在管理一个项目，以开发一项由公司发起的新社区活动。有几个相互竞争的优先事项和重要的逻辑细节，由于安全的优先级最高，项目团队与一位安全主题专家（SME）签订合同，他们一起创建了一个风险矩阵，并发现整体风险评分低于预期。为什么整体风险评分低于预期？

- A. 主题专家为风险登记册做贡献，团队能够减轻安全风险。
- B. 该团队接受了安全风险，因为其他风险较低。
- C. 项目经理将该威胁的所有权转移给第三方。
- D. 项目经理修改了风险应对计划。

15. A complex project has more than 100 internal and external team members. During the project, team members constantly ask the project manager for information on which resources are assigned to high-and low-level activities. They also request clearer divisions between internal and external members.

What would help the project manager?

- A. Responsibility assignment matrix (RAM)
- B. Resource management plan
- C. Resource calendars
- D. Resource allocation skills

一个复杂项目拥有 100 多名内部和外部团队成员。在项目过程中，团队成员不断向项目经理询问有哪些资源分配给高层级以及低层级活动的相关信息。他们还要求内部和外部团队成员之间更明确的分工。

哪一项将对项目经理有帮助？

- A. 责任分配矩阵（RAM）
- B. 资源管理计划
- C. 资源日历
- D. 资源分配技能

16. A project is experiencing issue that affect the project cost and schedule. What should the project manager use to resolve these issues?

- A. Earned value management (EVM)
- B. Schedule crashing
- C. Cause-and effect analysis
- D. Market research

一个项目正在经历影响项目成本和进度的问题，项目经理应该使用下列哪一项来解决这些问题？

- A. 挣值管理（EVM）
- B. 进度赶工
- C. 因果分析
- D. 市场调研

17. A company's organization culture is open, engaging, and values continuous improvements. Individual employees freely express themselves during meetings on processes, policies, and procedures. The project manager wants to respect the organization's values of continuous improvement during the project.

Where should the project manager capture lessons learned?

- A. Retrospective meetings
- B. Daily standups
- C. Stakeholder engagement plan
- D. Team charter

一家公司的组织文化是开放的、积极参与的，并重视持续改造，个人员工在会议期间自由表达自己对流程、政策和程序的意见。项目经理希望在项目期间尊重组织的持续改造价值。项目经理应该从哪里收集经验教训？

- A. 回顾总结会议
- B. 每日站会
- C. 相关方参与计划
- D. 团队章程

18. A project manager realizes that a new, major legal requirement, necessary to meet a deliverable, has not been addressed. The project manager solicits ideas from stakeholders on how to conform to the new requirements. Which of the following techniques is used by the project manager?

- A. Total quality management（TQM）
- B. Ishikawa diagram
- C. Just-in-time（JIT）
- D. Kaizen

项目经理得知，满足一个可交付成果所必需的一项重要的新法律要求尚未得到解决。项目经理向相关方征求关于如何符合新要求的意见。

项目经理使用的是下列哪一项技术？

- A. 全面质量管理（TQM）
- B. 石川图
- C. 适时存货管理（JIT）
- D. 持续改善

19. During a demonstration, the customer provides feedback and requests a new, urgent enhancement due to a regulation change. What should the agile project manager do next?

- A. Add the new requirement to the iteration backlog.
- B. Discuss the new requirement during the retrospective.
- C. Talk about the new requirement during the next iteration planning meeting.
- D. Review the new requirement with the team, and ask them to start work on it.

在展示期间，客户提供了反馈意见，并由于一项规定变化而请求一项紧急的新改进，敏捷项目经理下一步应该怎么做？

- A. 将新需求添加到迭代待办列表。
- B. 在回顾总结会议上讨论新需求。
- C. 在下一代迭代规划会上讨论新需求。
- D. 与团队一起审查新需求，并要求他们开始为新需求工作。

20. An organization's management board wants to see any key milestones that have deviated from the schedule. What is the most critical artifact that the project manager should include in the project status report?

- A. Schedule baseline
- B. Variance analysis
- C. Work performance information
- D. Earned value analysis（EVA）

一家组织的管理委员会希望看到偏离进度计划的任何关键里程碑，项目经理应该在项目状态报告中包含的最关键工作是什么？

- A. 进度基准
- B. 偏差分析
- C. 工作绩效信息

D. 挣值分析 (EVA)

21. A project manager determines that two company trucks assigned to an activity will likely be unavailable for the project on the schedule date. The project manager decides to obtain external quotes for hiring one truck on that date in case the company trucks are unavailable.

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

项目经理确定分配到一项活动的两辆公司卡车可能在预订日期不可用于该项目。项目经理决定获得在当天雇用一辆卡车的外部报价，以防公司卡车不可用。

项目经理利用的是哪一项风险应对策略？

- A. 减轻
- B. 规避
- C. 转移
- D. 开拓

22. A development lead, who practices agile methodology, is named the iteration manager for a project. This lead works closely with a business analyst who uses the waterfall methodology. The differences in these methodologies has begun to negatively impact team performance. The project manager meets individually with the development lead and business analyst about the situation, but fails to resolve the issue. What should the Project Manager do next?

- A. Speak with the business analyst's manager.
- B. Request a new business analyst with experience in the agile methodology.
- C. Train the business analyst on the agile methodology.
- D. Conduct a joint meeting with the business analyst and development team.

实践敏捷方法的开发负责人被任命为一个项目的迭代经理，该负责人与使用瀑布式方法的业务分析师密切合作，但这两个方法的差异已经开始对团队绩效产生负面影响，项目经理分别与开发负责人和业务分析师就这种情况进行会面，但未能解决问题。

项目经理下一步应该怎么做？

- A. 与业务分析师的经理谈话。
- B. 请求提供一位具有敏捷方法经验的新业务分析师。
- C. 为业务分析师提供敏捷方法团队的培训。
- D. 与业务分析师和开发负责人一起召开一次联合会议。

23. A vendor communicates that the delivery of a project item will be delayed by two weeks.

What should the project manager do?

- A. Implement the Perform Integrated Change Control process.
- B. Conduct a variance analysis.
- C. Review the contract clause for liquidated damages.
- D. Identify a way to conduct schedule compression.

供应商沟通说，某个项目事项的交付将延迟两周时间。项目经理应该怎么做？

- A. 实施整体变更控制过程。
- B. 执行偏差分析。
- C. 审查合同中的违约赔偿条款。
- D. 确定一种执行进度压缩的方法。

24. A project team is commissioning a project upgrade over the weekend. The client-appointed quality assurance tester fails to be present for commissioning testing and sign-off. Neither the tester nor the line manager can be contacted. The team completes these projects frequently and, after extensive testing, is confident that the facility will perform flawlessly on Monday morning.

- A. Instruct the team to abort the upgrade, and schedule an emergency review meeting with the project sponsor for Monday morning.
- B. Keep the team on standby in case the tester can be reached before Monday morning.
- C. Instruct a member of the client team to conduct the acceptance testing and sign-off in place of the appointed tester.
- D. Follow the escalation process to obtain a tester authorized to sign off on the upgrade.

一个项目团队在周末对一个项目升级进行测试。客户指定的质量保证测试人员未能出席调试测试以及进行签署同意，测试人员和直线经理都联系不上。团队经常完成这些项目，并且经过大量测试后，确信该设施将在周一上午完美运行。

项目经理应该怎么做？

- A. 指示团队中止升级，并安排周一上午与项目发起人进行紧急评审会。
- B. 让团队保持待命状态，以防万一在周一上午之前可以联系到测试人员。
- C. 指示客户团队的一位成员代替指定的测试人员进行验收测试以及签署同意。
- D. 按照升级上报流程获得授权签署同意这项升级的测试人员。

25. A company's senior manager is expected to supply dedicated resources for a project. However, the project manager has yet to receive the names of these resources.

What document can the project manager share with the senior manager to enforce their authority to obtain resources?

- A. Project schedule
- B. Project management plan
- C. Project charter
- D. Project training plans

公司的一位高级经理预计会为一个项目提供专门的资源。但是，项目经理还未收到这些资源的名称。项目经理可以和该高级经理分享哪一份文件来行使他们获得资源的职权？

- A. 项目进度计划
- B. 项目管理计划
- C. 项目章程
- D. 项目培训计划

26. A performance report indicates a variation in a product's specifications. The project manager calls an emergency meeting during which all team members offer suggestions for the possible cause of the variance.

What tool or technique is the team using?

- A. Cause-and-effect diagram
- B. Root cause analysis (RCA)
- C. Scatter diagram
- D. Matrix diagram

一份绩效报告显示产品规格有偏差。项目经理召开一次紧急会议，在会议期间，所有团队成员都就这种偏差可能的原因提供建议。

团队使用的是什么工具或技术？

- A. 因果图
- B. 根本原因分析（RCA）
- C. 散点图
- D. 矩阵图

27. A newly hired team member is experience difficulty adjusting to their role. This is causing project activities to fail behind schedule.

What should the project manager do to help resolve this issue?

- A. Allow other team members to decide the best approach.

- B. Support the team member and provide any necessary advice.
- C. Delegate some of this team member's work to other team members.
- D. Remind this team member of their work responsibilities and project timelines.

一名新聘用的团队成员难以适应其角色。这导致项目活动落后于进度。

项目经理应该如何帮助解决这个问题？

- A. 允许其他团队成员决定最佳方法。
- B. 支持团队成员并提供任何必要的建议。
- C. 将该团队成员的一些工作委派给其他团队成员。
- D. 提醒该团队成员其工作职责和项目时间表。

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

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

项目经理负责管理一个正在进行的项目，该项目具有跨多个职能领域的大量依赖关系。

项目经理首先应该准备什么？

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

29. To manage uncertainty throughout a project's life cycle, what should a project manager do to identify, analyze, and prioritize risks?

- A. Review lessons learned from previous projects.
- B. Meet weekly with project stakeholders.
- C. Create a risk register, and define risk response strategies.
- D. Perform a risk assessment.

若要管理整个项目生命周期的不确定性，项目经理应该怎么做来识别、分析风险并为风险优先级排序？

- A. 审查过往项目的经验教训。

- B. 每周与项目相关方开会。
- C. 创建风险登记册，并定义风险应对策略。
- D. 执行风险评估。

30. A project manager joins a project with high-level requirements that are likely to change. The project manager identifies that the statement of work (SOW) contains a rough budget estimate.

What type of contract should the project manager suggest for this project?

- A. Cost plus award fee (CPAF)
- B. Fixed price with economic price adjustment (FP-EPA)
- C. Time and material (T&M)
- D. Fixed price incentive fee (FPIF)

项目经理加入一个项目，该项目具有可能会发生变更的高层级需求。项目经理识别到工作说明书(SOW)包含一个粗略的预算估算。项目经理应该为这项项目建议哪种合同类型？

- A. 成本加奖励费用合同 (CPAF)
- B. 总价加经济价格调整合同 (FP-EPA)
- C. 工料合同 (T&M)
- D. 总价加激励费用合同 (FPIF)

31. A financier is considering investing money on a future luxury hotel located in a country with economic problem. After several meetings with the market intelligence manager of the company who will develop this hotel, the financier remains skeptical about investing in this project.

What should the project manager provide to convince the financier?

- A. A project plan that considers inflation and gross domestic product (GDP) forecasts.
- B. A scope development plan.
- C. A business case that provides forecasts for economic conditions.
- D. The project's net present value (NPV) .

一名金融家正在考虑投资一家未来豪华酒店。该酒店所处的国家经济有问题，在与开发这家酒店的公司市场情报经理进行几次会议之后，该金融家对于投资该项目仍然持怀疑态度。

项目经理应该提供什么来说服该金融家？

- A. 一份考虑通货膨胀和国内生产总值（GDP）预测的项目计划。
- B. 范围制定计划。
- C. 提供经济状况预测的商业论证。
- D. 项目净现值（NPV）。

32. Due to sudden and extreme exchange rate fluctuations, the cost of imported project equipment has increased by 27 percent. What should the project manager do to mitigate this cost overrun?

- A. Absorb the additional cost using change control procedures.
- B. Fund the additional cost using the management reserve.
- C. Revise the cost baseline to reflect current conditions.
- D. Subsidize the cost overrun with the contingency reserve.

由于突然和极端的汇率波动，进口项目设备的成本增加了27%。项目经理应该如何减轻这个成本超支问题？

- A. 使用变更控制程序来吸收额外成本。
- B. 使用管理储备支付额外成本。
- C. 修改成本基准以反映当前状况。
- D. 采用应急储备补贴成本超支。

33. A project manager working on an IT development project discovers that some codes supplied by a subcontractor fall to conform to project quality standards. The subcontractor refuses to change deliverables without additional payment guarantees and extended timelines. A client debriefing is due in a few weeks.

What should the project manager do?

- A. Delay the debrief.
- B. Suspend payments to the subcontractor.
- C. Reach a compromise with the subcontractor.
- D. Initiate legal action against the subcontractor.

负责管理一个IT开发项目的项目经理发现，一个分包商提供的一些代码不符合项目质量标准。如果没有额外的付款保障并延长时间表，分包商拒绝更改可交付成果，而且在几周内就必须举行客户汇报会。项目经理应该怎么做？

- A. 将汇报会延期。
- B. 暂停向该分包商付款。

C. 与该分包商达成妥协。

D. 对该分包商提起法律行动。

34. An outside project resource advises the project manager that their contract is about to expire. What document should the project manager review to check this information and resolve the issue?

A. Organization chart

B. Resource management plan

C. Project contract

D. Organizational process assets

一个外部项目资源告知项目经理他们的合同即将到期。项目经理应该查看哪份文件来确认该信息并解决这个问题？

A. 组织图

B. 资源管理计划

C. 项目合同

D. 组织过程资产

35. A project's budgeted value of work completed is less than the authorized budget for planned work. What project scenario does this describe?

A. The earned value (EV) of the project is greater than the planned value (PV) .

B. The project is ahead of schedule.

C. Project activity is behind schedule.

D. The project is on schedule.

一个项目已完成工作的预算值低于经批准的计划工作预算。这描述的是哪一种项目情景？

A. 项目的挣值 (EV) 大于计划价值 (PV) 。

B. 项目提前于进度。

C. 项目活动落后于进度。

D. 项目符合进度。

36. A project manager joins a complex project that has volatile requirements and a long lead time. The client wants multiple deliverables to move to market more quickly, and requires some functionalities to improve profitability.

What approach should be recommended for this project?

- A. Waterfall
- B. Incremental
- C. iterative
- D. Agile

项目经理加入一个复杂项目，该项目的需求不稳定且交付周期长。客户希望多个可交付成果能更快地进入市场，并且需要一些功能来提高盈利能力。

应该为这个项目推荐什么方法？

- A. 瀑布式
- B. 增量
- C. 迭代
- D. 敏捷

37. A stakeholder instructs a project manager to transfer a key resource from project A's team to project B's team. What should the project manager do first?

- A. Negotiate with the stakeholder to use the key resource.
- B. Consult with other stakeholders to counter the proposal.
- C. Assess the impact of the request, and issue a change request.
- D. Propose canceling the project if the key resources is unavailable.

相关方指示项目经理将项目A团队的一位关键资源调到项目B的团队，项目经理首先应该怎么做？

- A. 与该相关方协商，以使用该关键资源。
- B. 咨询其他相关方以反驳该提议。
- C. 评估该请求的影响，并签发一项变更请求。
- D. 如果该关键资源不可用，建议取消该项目。

38. A project team is identifying and assessing risks for a project similar scope and budget to one they implemented the previous year. The primary difference in the current project is that fewer resources will be available.

To what should the project manager pay particular attention when assessing the risk?

- A. Schedule
- B. Scope
- C. Design
- D. Risk register

项目团队正在识别和评估一个项目的风险，该项目在范围和预算方面与上一年实施的一

个项目类似。当前项目的主要区别在于可用资源更少。

在评估风险时，项目经理应该特别注意什么？

- A. 进度计划
- B. 范围
- C. 设计
- D. 风险登记册

39. A project is ending and has exceeded expectations. The sponsor asks to spend the remaining budget to recover another project.

What should the project manager do next?

- A. Conduct a lessons learned meeting.
- B. Spend the remaining budget before closing the project.
- C. Obtain delivery acceptance from the customer.
- D. Hold a closure meeting with the team.

一个项目即将结束，该项目超出预期。发起人要求花费剩余的预算来补偿另一个项目。项目经理下一步应该怎么做？

- A. 召开经验教训会议。
- B. 在结束项目之前花完剩余的预算。
- C. 获得客户的交付验收。
- D. 与该团队一起召开收尾会议。

40. A CEO announces a new project with cost and time constraint targets. The business case is not yet finalized. Based on experience, the project manager feels strongly that these targets will be unmet.

What should the project manager do to ensure the project's success?

- A. Negotiate with the project team to commit to working long hours, and fast track the project.
- B. Meet with the CEO, and highlight what is achievable.
- C. Revise the project charter to accommodate the CEO's expectations.
- D. Update the assumption log with the CEO's assumptions.

首席执行官宣布一个新项目，该项目具有成本和时间限制目标，商业论证尚未最终确定。根据经验，项目经理强烈感觉将不能实现这些目标。

若要确保项目成功，项目经理应该怎么做？

- A. 与项目团队协商承诺长时间工作，并快速跟进该项目。

- B. 与首席执行官会面，并强调可以实现的目标。
- C. 修改项目章程以适应首席执行官的期望。
- D. 将首席执行官的假设条件更新到假设日志中。

41. A company CFO emails a project team member asking for information about the project's progress. The communications management plan states that the project manager should present the project status to the senior management team biweekly.

What should the project manager do?

- A. Instruct the team member to send the required information as soon as possible.
- B. Comply with the communications management plan and direct the team member not to reply.
- C. Send the required information and ask the CFO if the communications management plan should be revised.
- D. Email the senior management team asking them to refrain from directly contacting team members.

公司首席财务官通过电子邮件向项目团队成员发送有关项目进展情况的信息。沟通管理计划规定，项目经理应该每两周向高级管理团队提交项目状态。

项目经理应该怎么做？

- A. 指示团队成员尽快发送所需的信息。
- B. 遵守沟通管理计划并指示团队成员不要回复。
- C. 发送必要的信息并询问首席财务官是否应修改沟通管理计划。
- D. 向高级管理团队发送电子邮件，要求他们不要直接联系团队成员。

42. A key project activity is to seek approval from local authorities before a construction site can be accepted. What should the project manager do when scheduling the project?

- A. Avoid putting the activity on the critical path.
- B. Perform dependency determination and integration.
- C. Obtain expert judgment.
- D. Add a new risk to the risk register.

在施工现场可被验收之前，正为一个关键项目活动寻求获得当地主管部门的批准，项目经理在为项目制定进度计划时应该做什么？

- A. 避免将该活动放在关键路径上。
- B. 执行确定和整合依赖关系。
- C. 获得专家判断。

D. 在风险登记册中添加一个新风险。

43. A project is dependent upon business owners providing resources to perform an important task. Since budget cuts will affect their ability to hire the needed resources, some business owners may potentially object to this requirement.

What should the project manager do next?

- A. Perform a probability and impact assessment.
- B. Update the resource management plan.
- C. Use the management reserve to hire more resources.
- D. Add a risk to the risk register.

一个项目依赖于企业主提供资源来执行一项重要任务。由于削减预算会影响他们获取所需资源的能力，一些企业主可能会反对这一要求。

项目经理下一步应该怎么做？

- A. 执行概率与影响评估。
- B. 更新资源管理计划。
- C. 使用管理储备来获取更多资源。
- D. 在风险登记册中添加一个风险。

44. A company business analyst reviews and validates the project business case. What should the project manager do next to proceed with the project?

- A. Create the project charter.
- B. Develop the scope statement.
- C. Conduct requirements elicitation.
- D. Define the business value.

公司业务分析师审查并确认项目的商业论证。若要继续该项目，项目经理下一步应该怎么做？

- A. 创建项目章程。
- B. 制定范围说明书。
- C. 进行需求获取。
- D. 定义商业价值。

45. Team members on a project are performing, but fail to meet deadlines due to work overload. Five more resources are added to the team to ease the situation.

What development stage does this describe?

A. Performing

B. Norming

C. Storming

D. Forming

项目的团队成员正在执行工作，但由于工作超负荷而无法满足截止日期。为了缓解这种情况，团队又增加了五个资源。

这描述的是哪个团队建设阶段？

A. 成熟阶段

B. 规范阶段

C. 震荡阶段

D. 形成阶段

46. An IT group rejects a project deliverable citing noncompliance with existing processes. The project team believes that reworking the deliverable would delay project delivery by three weeks.

What should the project manager do?

A. Document the rejection in the risk register and issue log.

B. Communicate the impact of the rework to the IT group.

C. Escalate the issue to the project sponsor.

D. Ask the IT manager to conduct a root cause analysis of the issue.

IT小组拒收一个项目可交付成果，称其不符合现有过程。项目团队认为，对该可交付成果进行返工会导致项目交付延迟三周时间。

项目经理应该怎么做？

A. 在风险登记册和问题日志中记录该拒收。

B. 向IT小组沟通返工的影响。

C. 将该问题升级上报给项目发起人。

D. 请IT经理对问题进行根本原因分析。

47. A team member is concerned because a key technical expert is uncooperative with a critical dependency. The project manager meets with the expert to understand the situation and develop a solution.

What technical did the project manager use to resolve this situation?

A. Smooth/accommodate

B. Compromise/reconcile

C. Collaborate/problem solve

D. Force/direct

一名团队成员感到很担心，因为一名关键技术专家对一项关键的依赖关系不配合。项目经理与该专家会面，了解情况并制定解决方案。项目经理使用了什么技术来解决这种情况？

A. 缓和/包容

B. 妥协/调解

C. 合作/解决问题

D. 强迫/命令

48. A project is behind schedule due to an incorrectly estimated task on the critical path. What should the project manager do?

A. Explain the issue to the customer and advise them on exactly how much of a delay is expected.

B. Ask a team member to explain to the customer why the task was incorrectly estimated.

C. Analyze whether fast tracking or crashing techniques will bring the schedule on track before informing the customer.

D. Inform the customer when the committed timelines are crossed and plan workarounds.

由于关键路径上一个任务估计错误，项目落后于进度，项目经理应该怎么做？

A. 向客户解释这个问题，并告知他们预计将延期多长时间。

B. 要求团队成员向客户解释为什么会错误估计该任务。

C. 分析快速跟进或赶工任务技术是否会在通知客户之前将进度计划带入正轨。

D. 告知客户何时将达到承诺的时间表并规划权变措施。

49. A key resource resigns during project execution. What should the project manager do first?

A. Update the schedule.

B. Conduct an impact analysis.

C. Inform the stakeholders.

D. Submit a change request.

一位关键资源在项目执行期间辞职。项目经理首先应该怎么做？

A. 更新进度计划。

B. 执行影响分析。

C. 通知相关方。

D. 提交变更请求。

50. During project execution, the project manager learns that a change in regulations will require the implementation of additional technical controls. The project manager performs an impact assessment with the team.

What should the project manager do next?

- A. Ask the sponsor for additional funding to address the new requirements.
- B. Update the scope management plan.
- C. Add this to the risk register.
- D. Submit a change request to increase the scope.

在项目执行过程中，项目经理得知一项法规变化将需要实施额外的技术控制。项目经理与团队一起执行了影响评估。

项目经理下一步应该怎么做？

- A. 请发起人提供额外资金以解决新的需求。
- B. 更新范围管理计划。
- C. 将其添加进风险登记册。
- D. 提交一项变更请求，以增加范围。

51. A new project manager joins a project during its planning phase. Upon reviewing the project documents, the project manager discovers that the project management plan was the last document created.

What should the project manager reference to assign resources to implement the plan?

- A. Resource calendars
- B. Scope management plan
- C. Project organization chart
- D. Resource management plan

一位新项目经理在项目规划阶段加入项目。在审核项目文件后，项目经理发现项目管理计划是最后一份创建的文件。

项目经理应该查阅哪一份文件来分配资源以实施该计划？

- A. 资源日历
- B. 范围管理计划
- C. 项目组织图
- D. 资源管理计划

52. A new, unsupportive stakeholder joins a project during execution. What should the project manager do to help improve communications with this stakeholder?

- A. Conduct a communication styles assessment to determine the best way to communicate with the stakeholder.
- B. Hold a team meeting to introduce the stakeholder to the other team members.
- C. Revise the stakeholder engagement plan to meet the new stakeholder's needs.
- D. Speak with the other stakeholders to determine how best to communicate with the new stakeholder

一位不支持的新相关方加入一个正在执行的项目。若要帮助改善与该相关方的沟通，项目经理应该怎么做？

- A. 进行沟通风格评估，以确定与该相关方沟通的最佳方式。
- B. 召开一次团队会议，将相关方介绍给其他团队成员。
- C. 修订相关方参与计划以满足新的相关方需求。
- D. 与其他相关方谈话，以确定与该新相关方的最佳沟通方式。

53. Delays from two software vendors are causing testing times to be reduced to meet the deadline. Any impact on the delivery date is not possible, as all project resources will be reassigned to other tasks after project closing.

What should the project manager do?

- A. Add resources to conduct testing only until the proper quality standards are achieved.
- B. Deliver the project as planned without completing testing from these two vendors.
- C. Create a change request to add the resources needed to complete testing.
- D. Negotiate with the vendors causing the delay to provide additional testing resources to meet the deadline.

两家软件供应商的延迟导致满足截止日期的测试时间减少，对交付日期的任何影响都是不允许的。因为在项目结束后所有项目资源将被重新分配到其他任务上。

项目经理应该怎么做？

- A. 仅增加资源测试，直到达到适当的质量标准。
- B. 按计划交付项目，而不完成这个两个供应商的测试。
- C. 创建一个变更请求来增加完成测试所需的资源。
- D. 与导致延迟的供应商协商，提供额外的测试资源来满足截止日期。

54. An organization initiates a large project in a developing country. The project manager, who is also the local stakeholder, is very supportive of this project. During project execution,

the project manager is transferred to another country. The new project manager is less supportive of the project because it uses many local resources who could be focusing on other daily responsibilities.

What document should the project manager review?

- A. Organizational process assets
- B. Stakeholder engagement assessment matrix
- C. Project management plan
- D. Stakeholder engagement plan

一家组织在一个发展中国家启动一个大型项目。项目经理，同时也是当地的一位相关方，非常支持这个项目。在项目执行期间，该项目经理被调到另一个国家工作，新项目经理对该项目的支持较少，因为使用了许多专注于其他日常职责的当地资源。

项目经理应该审查哪份文件？

- A. 组织过程资产
- B. 相关方参与评估矩阵
- C. 项目管理计划
- D. 相关方参与计划

55. In a functional organization, a key project resource communicates directly with the customer before consulting the project manager. This is a common issue for this resource. Previously, the resource had agreed that all customer communications would first be approved by the project manager.

What should the project manager do?

- A. Meet with the resource's functional manager to discuss the resource's behavior.
- B. Conduct a team meeting to identify and correct the resource's mistake.
- C. Hold a meeting with the project sponsor to discuss the resource's behavior.
- D. Meet with the customer to confirm that all communications should go through the project manager.

在一个职能型组织中，一位关键的项目资源在咨询项目经理之前直接与客户进行沟通。这位资源经常发生这种问题。之前，该资源已同意所有客户沟通必须先得到项目经理的批准。

项目经理应该怎么做？

- A. 与该资源的职能经理开会，讨论该资源的行为。
- B. 召开团队会议以识别并纠正该资源的错误。

C. 与项目发起人召开会议，以讨论该资源的行为。

D. 与客户开会以确认所有沟通都应该通过项目经理。

56. During a project closure meeting, a functional manager asks the project manager for an update on the historical information and lessons learned. To what should the project manager refer?

A. Project documentation

B. Accepted deliverables

C. Project management plan

D. Organizational process assets

在项目收尾会议期间，职能经理要求项目经理更新历史信息和经验教训。项目经理应该查阅哪一份文件？

A. 项目文档

B. 已验收的可交付成果

C. 项目管理计划

D. 组织过程资产

57. The concrete for a project arrives on time, but the project manager discovers that the concrete's composition is incorrect. What document should the project manager review to verify the concrete's performance and quality requirements?

A. Quality management plan

B. Procurement management plan

C. Request for proposal (RFP)

D. Procurement statement of work (SOW)

项目的混凝土准时到达，但项目经理发现混凝土的成分不正确。项目经理应审查哪一份文件来确认混凝土的性能和质量要求？

A. 质量管理计划

B. 采购管理计划

C. 建议邀请书 (RFP)

D. 采购工作说明书 (SOW)

58. A project manager is leading a project to modernize technology in a specialized, proprietary facility. This new technology will coexist with the old technology. The project manager conducts research to determine if similar past project were done, but is unable to find

any information. What should the project manager do to identify potential challenges with integrating the new and the old technology?

- A. Create a benefits proposal to enhance the old technology to be on par with the new technology.
- B. Meet with the facility staff to discuss the old technology.
- C. Develop a communications management plan for the project team technical staff.
- D. Implement the Perform Quantitative Risk Analysis process with the facility staff.

一位项目经理正在管理一个项目，该项目在一个专业的专用设施中对技术工艺进行现代化改造。这项新技术将与旧技术共存。项目经理进行研究，以确定过去类似的项目是否已完成，但无法找到任何信息。

项目经理应该如何识别整合新旧技术的潜在挑战？

- A. 创建一份效益建议书，以增强旧技术从而与新技术保持同等水平。
- B. 与设施工作人员开会，以讨论旧技术。
- C. 为项目团队技术人员制定沟通管理计划。
- D. 与设施工作人员一起执行实施定量风险分析过程。

59. During product installation, a project team member discovers a defect in a deliverable. After informing the senior manager, modifications are made to facilitate product installation. What should the project manager do to ensure that the product is in compliance?

- A. Conduct the Perform Integrated Change Control process.
- B. Monitor and control the project work.
- C. Update the stakeholders.
- D. Update the risk register.

在产品安装过程中，一名项目团队成员发现可交付成果存在一个缺陷。在通知高级经理后，进行整改以便于产品安装。

若要确保产品符合要求，项目经理应该怎么做？

- A. 执行实施整体变更控制过程
- B. 监控项目工作
- C. 更新干系人
- D. 更新风险登记册

60. A project manager receives a change request for a project before submitting the project management plan for approval. The project sponsor instructs the project manager to proceed with the change. However, the project manager refuses to make the change because the

change request must go through the change control process.

Why would the project manager respond this way?

- A. The change impacts the configuration management plan.
- B. The change impacts whether the project management plan will be approved.
- C. The change impacts the baseline.
- D. The change impacts the change management plan.

在提交项目管理计划以供批准之前，项目经理收到项目的变更请求。项目发起人指示项目经理继续进行变更，但是，项目经理拒绝进行变更，因为变更请求必须经过变更控制过程。

项目经理为什么会这样回应？

- A. 因为该变更会影响配置管理计划。
- B. 因为该变更会影响项目管理计划是否会获得批准。
- C. 因为该变更会影响基准。
- D. 因为该变更会影响变更管理计划。

61. A project manager is running a company-wide project involving different business units.

During a planning session, the project manager notices that each unit's specific requirements are of no interest to other units, which affects the quality of the meeting.

What should the project manager use to resolve this?

- A. Ishikawa diagram and requirements traceability matrix
- B. Focus groups and mind mapping
- C. Facilitation and affinity diagram
- D. Brainstorming and requirements traceability matrix

项目经理正在执行一个涉及不同业务部门的全公司项目。在一次规划会议上，项目经理注意到每个部门的具体需求不能引起其他部门的兴趣，这影响到会议的质量。

若要解决这个问题，项目经理应该怎么做？

- A. 石川图和需求跟踪矩阵
- B. 焦点小组会议和思维导图
- C. 引导和亲和图
- D. 头脑风暴和需求跟踪矩阵

62. A facility improvement project is near completion. The client provided, but noted some minor defects and activated the warranty. The client now requests additional approved scope

to equipment that has already been handed over. The project manager is about to start work on the additional scope.

Since the warranty is in effect, what plan should the project manager consult?

- A. Quality management
- B. Change management
- C. Procurement management
- D. Requirement management

一个设施改善项目即将完成。客户提供了批准，但注意到一些小缺陷并激活保修程序，客户现在对已移交的设备要求额外批准的范围。项目经理即将开始额外范围的工作。

由于保修程序已生效，项目经理应该查阅哪一份计划？

- A. 质量管理计划
- B. 变更管理计划
- C. 采购管理计划
- D. 需求管理计划

63. During a progress meeting with the project team, a technical manager requests that the size of a storage tank be enlarged. The project manager asks the technical manager to prepare the necessary documents for this proposal. A few days later, the technical manager requests verbal confirmation of the storage tank request from the project manager.

What plan should the project manager advise the technical manager to consult?

- A. Scope management
- B. Communications management
- C. Stakeholder engagement
- C. Change management

在与项目团队召开进度会议期间，技术经理要求扩大储罐的尺寸。项目经理要求技术经理为该提议准备必要的文件。几天后，技术经理要求项目经理口头确认储罐请求。

项目经理应该建议技术经理查阅哪一份计划？

- A. 范围管理计划
- B. 沟通管理计划
- C. 干系人参与计划
- D. 变更管理计划

64. A project manager is conducting testing on product attributes. What should the project manager use to validate compliance?

- A. Quality audits
- B. Quality reports
- C. Quality checklists
- D. Quality metrics

项目经理正在对产品属性进行测试。项目经理应该使用什么来确认合规性？

- A. 质量审计
- B. 质量报告
- C. 质量核对单
- D. 质量测量指标

65. One stakeholder regularly misses scheduled biweekly stakeholder meeting. What should the project manager do first?

- A. Start recording the biweekly meetings, and share the recordings with all the intended attendees.
- B. Ask the project sponsor to intervene with the stakeholder.
- C. Meet with the stakeholder to discuss their failure to attend meetings.
- D. Review the stakeholder engagement assessment matrix to understand the engagement level of the stakeholder.

一位相关方经常错过计划每两周举行一次的相关方会议。项目经理首先应该怎么做？

- A. 开始记录每两周举行一次的会议，并与所有预期的与会者分享记录。
- B. 请项目发起人与该相关方进行交涉。
- C. 与该相关方会面，讨论其未能参加会议的问题。
- D. 审查相关方参与评估矩阵，以了解该相关方的参与程度。

66. When considering risks for a new project, the project manager applies the risk matrix to contributions made by human factors. The project manager identifies that team members' attitudes vary greatly between risk-averse and risk-seeking.

What should the project manager do?

- A. Add it to the risk register because the wide gap between team members' risk attitudes has a high probability of impacting project team performance.
- B. Add it to the risk register because it is important to list.
- C. Do not add it to the risk register because team member risk attitudes generally have little effect on team performance or project execution.
- D. Handle the risk attitudes internally with the team.

在考虑一个新项目风险时，项目经理将风险矩阵应用于人为因素所做的贡献。项目经理发现，团队成员的态度在风险厌恶和风险追求之间存在很大差异。

项目经理应该怎么做？

- A. 将其添加到风险登记册中，因为团队成员风险态度之间的巨大差距很可能会影响到项目团队的绩效。
- B. 将其添加到风险登记册中，因为这个问题很重要，需要列出。
- C. 不要将其添加到风险登记册中，因为团队成员风险态度通常对团队绩效或项目执行影响不大。
- D. 与团队一起内部处理风险态度。

67. A project manager is starting a new project. What organizational process asset can be used to gain an understanding of the challenges faces by similar projects?

- A. Organizational work authorization system
- B. Lessons learned repository
- C. Expert judgment
- D. Work performance reports

项目经理启动了一个新项目，可以使用哪些组织过程资产来了解类似项目所面临的挑战？

- A. 组织工作授权系统
- B. 经验教训知识储存库
- C. 专家判断
- D. 工作绩效报告

68. While reviewing the schedule, the project manager discovers that there is significant scope creep due to an unforeseen issue. What should the project manager do?

- A. Stop the work related to the issue, and inform the project sponsor.
- B. Update the risk register, and notify the project sponsor.
- C. Submit a change request to the change control board (CCB) , and update the project baseline.
- D. Perform a root cause analysis using a cause-and-effect diagram, and update the risk management plan.

在审查进度计划时，项目经理发现由于一个意外问题导致存在严重的范围蔓延。项目经理应该怎么做？

- A. 停止与该问题相关的工作，并通知项目发起人。
- B. 更新风险登记册并通知发起人。
- C. 向变更控制委员会（CCB）提交变更请求，并更新项目基准。
- D. 使用因果图执行根本原因分析，并更新风险管理计划。

69. A customer is surprised about a change made to a deliverable. The project manager explains that this change was communicated via email, and that there is a possibility that the email has not yet been read.

What should the project manager have done differently?

- A. Ensured that the communication cycle was completed, and asked the customer to confirm receipt of the information
- B. Sent a follow-up email to determine if the customer read the first email, and obtained a read confirmation
- C. Called, rather than emailed, the customer with all details, and asked them to send a confirmation
- D. Developed the communications management plan

客户对某个可交付成果的变更感到惊讶。项目理解释说，这一变更是通过电子邮件沟通的，客户有可能还没有阅读电子邮件。

项目经理事先应该采取哪一项不同做法？

- A. 确保已完成沟通循环，并要求客户确认已收到信息
- B. 发送一封跟进电子邮件已确定客户是否阅读了第一封电子邮件，并获得已阅读确认
- C. 给客户打电话（而不是通过电子邮件）告诉客户所有详细信息，并要求他们发送确认信
- D. 制定沟通管理计划

70. A project manager schedules a kick-off meeting for a 12-week project. Two stakeholders indicate they are unable to attend the meeting.

What should the project manager do?

- A. Reschedule the meeting for a time when everyone is available.
- B. Meet separately with the two stakeholders prior to the kick-off meeting to capture their comments and commitment.
- C. Continue with the meeting as planned and send the meeting minutes to the two absent stakeholders.
- D. Escalate the issue to the project sponsor to obtain commitment from the absent

stakeholders.

项目经理为一个为期12周的项目安排一次启动大会。两名相关方表示他们无法参加会议。项目经理应该怎么做？

- A. 将会议重新安排在每个人都有空的时间。
- B. 在开始启动大会之前分别与两名相关方开会，以收集他们的意见和承诺。
- C. 按计划继续开会，并将会议记录发送给两位缺席的相关方。
- D. 将该问题升级上报给项目发起人，以获得缺席相关方的承诺。

71. A company restructures, which results in changes to the project team. What should the project manager do?

- A. Validate the business case with the new team members.
- B. Reference the organizational breakdown structure (OBS)
- C. Perform a stakeholder analysis.
- D. Review the project requirements with the new team members.

公司进行重组，导致项目团队发生变化。项目经理应该怎么做？

- A. 与新的团队成员确认商业论证。
- B. 参阅组织分解结构（OBS）。
- C. 执行干系人分析。
- D. 与新的团队成员审查项目需求

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

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

- A. Realign the stakeholder's expectations with the objectives in the project charter.
- B. Expand the project charter to include the newly identified objectives.
- C. Remove objectives in the project charter that are not aligned with the stakeholders' objectives
- D. Disregard stakeholders' objectives that may be outside the scope detailed in the project charter.

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

符合预算限制。

若要管理需求并满足相关方的期望，项目经理应该怎么做？

- A. 将相关方的期望与项目章程中的目标调整一致。
- B. 扩展项目章程以包含新识别到的目标。
- C. 删除项目章程中与相关方目标不一致的目标。
- D. 忽视可能超出项目章程中详述的范围的相关方目标。

73. A team member is working the required hours, but is delivering inadequate output. What should the project manager do first?

- A. Notify the human resource department that the team member is under performing.
- B. Meet with the team member to determine the reasons for low performance.
- C. Allocate some of the team member's work to other team members.
- D. Advise the team member of the consequences for not delivering the work.

一位团队成员在要求的时间内工作，但是交付的工作成果不足，项目经理首先应该怎么做？

- A. 通知人力资源部门，该团队成员表现不佳。
- B. 与该团队成员会面，以确定低绩效的原因。
- C. 将该团队成员的一些工作分配给其他团队成员。
- D. 告知该团队成员不交付工作的后果。

74. A project manager is leading a CEO-approved project to retool the company's main production facility. The sooner the project is completed, the sooner it will start delivering significant cost savings through automation. A change request by the research department to house new equipment has just been approved by the change control board (CCB). What should the project manager do next?

- A. Perform a scope reassessment.
- B. Conduct a quantitative risk analysis.
- C. Note in the lessons learned that plans should be reviewed with the research department in the future.
- D. Update the schedule and budget for implementation.

一位项目经理正在管理一个由首席执行官批准的项目，已重新装备公司的主要生产设施。项目越早完成，将越早开始通过自动化实现显著的成本节约。变更控制委员会（CCB）刚刚批准了由研究部门提出的对容纳新设备的变更请求。

项目经理下一步应该怎么做？

- A. 执行范围再评估。
- B. 执行定量风险分析。
- C. 在经验教训中记录在未来应该与研究部门一起审查计划。
- D. 更新进度计划和实施预算。

75. A project manager identified stakeholders for a project. However, there stakeholders failed to receive an update when it was distributed.

What should have been done to avoid this situation?

- A. Followed the communications management plan.
- B. Followed the stakeholder engagement plan.
- C. Updated the project schedule to include the status distribution.
- D. Updated the enterprise environmental factors to include the status distribution.

项目经理为一个项目识别了相关方。但是，在分发更新文件时，三位相关方却未收到更新。

应该采取哪一项措施来避免这种情况？

- A. 遵循沟通管理计划。
- B. 遵循相关方参与计划。
- C. 更新项目进度计划，以包含状态分发。
- D. 更新事业环境因素，以包含状态分发。

76. An earthquake occurs at the site of a manufacturing plant construction project. This affects the entire project budget.

What type of reserve analysis should the project manager consider?

- A. Contingency
- B. Management
- C. Project
- D. Baseline

一个制造工厂施工项目现场发生地震。这影响到整个项目预算。

项目经理应该考虑什么类型的储备分析？

- A. 应急储备
- B. 管理储备
- C. 项目储备

D. 基准储备

77. An organization is entering onto a major R&D health-care project for which the scope has a high probability of changing. The deliverable acceptance criteria is important due to possible impacts on patients. A vendor needs to be hired to support this project. What type of contract should the project manager recommend?

- A. Fixed price incentive fee (FPIF)
- B. Cost plus incentive fee (CPIF)
- C. Time and material (T&M)
- D. Cost plus award fee (CPAF)

一家组织正在签订一个重要的研发医疗保健项目，该项目的范围很可能会发生变化。由于可能对患者产生影响，可交付成果的验收标准非常重要，需要聘请一个供应商来支持这个项目。

项目经理应该建议哪一种合同类型？

- A. 总价加激励费用合同 (FPIF)
- B. 成本加激励费用合同 (CPIF)
- C. 工料合同 (T&M)
- D. 成本加奖励费用合同 (CPAF)

78. A company plans to expand the service scope of its corporate website. The project manager starts to collect detailed requirements based on the approved project charter.

What should the project manager do to reach a group consensus on the project's deliverables?

- A. Conduct a focus group with stakeholders and subject matter experts (SMEs).
- B. Use facilitation skills with key stakeholders.
- C. Brainstorm with the stakeholders.
- D. Interview key stakeholders and sponsors to obtain additional information about requirements.

一家公司计划扩大其公司网站的服务范围。项目经理开始根据批准的项目章程收集详细的需求。

项目经理应该怎么做才能就项目的可交付成果达成一致意见？

- A. 与相关方和主题专家 (SMEs) 一起召开焦点小组会议。
- B. 与关键相关方一起使用引导技术。

- C. 与相关方一起进行头脑风暴。
- D. 访谈关键相关方和发起人，以获取有关需求的更多信息。

79. A project manager joins an existing project. On their first day, a stakeholder threatens to stop the project due to the poor quality of its deliverables. How should the project manager address this?

- A. Check the organizational chart to understand the role of all stakeholders.
- B. Update the issue log, and escalate it to the project sponsor.
- C. Consult the power/interest grid to assess the stakeholder's authority.
- D. Revise the communications management plan to include the stakeholder in quality reporting.

一位项目经理加入一个现有项目。第一天，由于可交付成果质量差，一位相关方威胁说停止该项目。

项目经理应该如何解决这个问题？

- A. 检查组织图以了解所有相关方的角色。
- B. 更新问题日志，并将问题升级上报给项目发起人。
- C. 查询权利/利益方格以评估相关方的职权。
- D. 稳定沟通管理计划，将该相关方包含进质量报告中。

80. A project manager creates a project charter based on team inputs and obtains sponsor approval. In the past, there had been confusion about which team members were responsible for testing the solution and when the project was due.

What should the project manager do to mitigate the issue?

- A. Update the resource breakdown structure (RBS).
- B. Conduct a stakeholder analysis, and update the stakeholder register.
- C. Review the project schedule, and communicate with the stakeholders.
- D. Share the approved project charter, and solicit feedback.

项目经理根据团队输入创建项目章程并获得发起人的批准。过去，对于哪些团队成员应负责测试解决方案以及项目何时到期一直存在困惑。

项目经理应该如何减轻这个问题？

- A. 更新资源分解（RBS）。
- B. 执行相关方分析，并更新相关方登记册。
- C. 审查项目进度计划，并与相关方沟通。

D. 分享批准的项目章程，并征求反馈意见。

81. During project planning, the project manager of a cross-cultural team wants to reduce the possible delays caused by misunderstandings among on-site and virtual team members. What should the project manager do next?

- A. Meet with the external stakeholders.
- B. Define the information to be communicated.
- C. Set up a focus group.
- D. Facilitate a workshop.

在项目规划期间，跨文化团队的项目经理希望减少因现场和虚拟团队成员之间的误解而可能造成的延误。项目经理下一步应该怎么做？

- A. 对外部相关方开会
- B. 定义需沟通的信息。
- C. 设置焦点小组
- D. 安排引导式研讨会

82. A design team discovers that the work breakdown structure (WBS) created but the project manager is missing key tasks. What should the project manager have done to avoid this?

- A. Sought expert judgment from subject matter experts (SMEs)
- B. Reviewed historical information from previous projects
- C. Created a requirements traceability matrix
- D. Developed an ishikawa diagram

设计团队发现项目经理创建的工作分解结构（WBS）遗漏了关键任务。若要避免这个问题，项目经理应该事先做什么？

- A. 获得主题专家（SMEs）的专家判断
- B. 审查过往项目的历史信息
- C. 创建需求跟踪矩阵
- D. 制定一份石川图

83. A project is falling behind schedule due to several quality issues that require extensive rework. The project manager's initial review reveals that design changes were the major cause of this rework.

What should the project manager do next?

- A. Review the quality management plan to ensure that it has been updated in line with the

change log.

- B. Ask stakeholders to stop all change requests until the current quality issues are resolved.
- C. Instruct the quality manager to present the design changes to the project team as soon as possible.
- D. Defer any new design change requests until the current rework has been resolved.

由于一些需要大量返工的质量问题，一个项目落后于进度。项目经理的初步审查表明，设计变更是这次返工的主要原因。

项目经理下一步应该做什么？

- A. 审核质量管理计划以确保已更新该计划，与变更日志保持一致。
- B. 要求相关方在当前质量问题得到解决之前停止所有变更请求。
- C. 指示质量经理尽快向项目团队展示设计变更。
- D. 推迟任何新的设计变更请求，直到解决当前的返工问题为止。

84. A project sponsor asks the project manager to issue the final project report before the end of the fiscal year so the company can benefit from the profit. The final report is nearly ready, but the customer is withholding acceptance documentation in exchange for receipts unrelated to the project.

What should the project manager do?

- A. Withhold the final report until complete and documented customer acceptance is obtained.
- B. Distribute the final report to all relevant stakeholders, but record the issue of outstanding customer acceptance documentation.
- C. Distribute the final report to all stakeholders as though customer acceptance has been obtained.
- D. Send the final report to the sponsor, but do not distribute further until formal customer acceptance is obtained.

项目发起人要求项目经理在财年结束之前签发最终项目报告，以便公司可以从利润中受益，最终报告已接近完成。但客户保留了验收文件以换取与项目无关的收据。

项目经理应该怎么做？

- A. 保留最终报告直至获得完整的文件形式的客户验收为止。
- B. 将最终报告分发给所有相关方，但要记录未解决的客户验收文件问题。
- C. 将最终报告分发给所有相关方，大半视同已经获得客户验收。
- D. 将最终报告分发给发起人，但在获得正式客户验收之前不将其进一步分发。

85. A multinational company is locally developing a digital product using a new technology

platform. The only expert on this platform is located in the company's headquarters, and they are responsible for providing support to different countries.

How can the local project manager ensure the involvement of this expert?

- A. Design a travel schedule so that timely, onsite assistance can be provided.
- B. Include the expert on the team using a virtual environment.
- C. Ask the project sponsor to assign the expert as a full-time member of the team.
- D. Ask team members to contact the expert as an external expertise source on an as-needed basis.

一家跨国公司正在本地开发一款使用新技术平台的数字产品。该平台的唯一一名专家位于公司总部，负责向不同国家提供支持。

本地项目经理如何能够确保这位专家的参与？

- A. 设计一份旅行时间表，以便及时提供现场支持。
- B. 使用虚拟环境将该专家包含在团队中。
- C. 要求项目发起人任命该专家为团队的全职成员
- D. 要求团队成员根据需要与该专家联系，作为一种外部专业知识来源。

86. A project requires working with a new vendor for a specific. The project manager creates the risk response plan, and identifies specific risks for the project. During project execution, the vendor realizes that their system and features will also work for other company products.

What should the project manager do with this information?

- A. Meet with the vendor to determine requirements for implementation.
- B. Review the risk log or risk register to determine if a risk response has been identified.
- C. Submit a change request to add the functionality to all products.
- D. Speak with stakeholders to determine their interest in adding the new functionality.

一个项目需要与拥有某个特定产品的新供应商合作。项目经理为项目创建了风险应对计划，并识别了具体风险。在项目执行期间，供应商得知他们的系统和功能可以用于其他公司产品。

项目经理应如何处理这项信息？

- A. 与供应商开会以确定实施要求。
- B. 审查风险日志或风险登记册，以确定是否已确定风险应对措施。
- C. 提交一份变更请求，在所有产品中增加该功能。
- D. 与相关方讨论，以确定他们是否有兴趣增加新功能。

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

What should the project manager do next?

- A. Collect requirements, and conduct a team brainstorming session.
- B. Using expert judgment to adjust the WBS based on the new requirements.
- C. Review the project scope and resources to assess the feasibility of satisfying the request.
- D. Evaluate the impact of the request on the project scope, schedule and budget.

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

项目经理下一步应该怎么做?

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

88. A project manager is leading a multicultural project team based in three different countries. Recently, task slippage has become common, and team members often argue rather than collaborate. What should the project manager do to reduce the underlying conflicts and improve team communication and delivery?

- A. Set up a weekly realignment meeting using an approved virtual tool to ensure full team participation.
- B. Schedule a conference call with each team, and conduct a team-building exercise.
- C. Email team members encouraging them to work together.
- D. Escalate the issue to senior management.

一位项目经理正在领导一个位于三个不同国家的多元文化项目团队。最近,任务延后变得很常见,团队成员经常发生争论而不合作。

若要减少潜在的冲突,并改善团队沟通和交付,项目经理应该怎么做?

- A. 使用批准的虚拟工具安排每周一次的重新调整会议,以确保团队充分参与。
- B. 与每个团队安排一次电话会议,并进行团队建设练习。
- C. 为团队成员发送一封电子邮件,鼓励他们一起工作。
- D. 将该问题升级上报给高级管理层。

89. A project's budget at completion (BAC) is US\$100,000. Current project reports show it is on schedule and on budget. A team member performed a bottom-up estimate of the relevant work package, which indicates that the remaining work will require US\$10,000 less than originally planned and can still be delivered on schedule.

What is the estimate at completion (EAC) ?

- A. US\$90,000
- B. US\$100,000
- C. US\$10,000
- D. US\$110,000

一个项目的完工预算(BAC)为100,000美元。目前的项目报告显示该项目符合进度和预算。一位团队成员对相关工作包进行自下而上估算,表明剩余工作将比原计划少用10,000美元,并且仍能按进度计划交付。

那么完工估算(EAC)是多少?

- A. 90,000美元
- B. 100,000美元
- C. 10,000美元
- D. 110,000美元

90. The project manager is developing a schedule for a communications project. The available project information is vague. What should a project manager do to address this?

- A. Increase the total float of all activities.
- B. Determine activity durations using three-point estimating.
- C. Assign a contingency reserve for uncertain activities.
- D. Meet with the project team to estimate activity durations.

项目经理正在为一个沟通项目制定一份进度计划。可用的项目信息很模糊。

若要解决这个问题,项目经理应该怎么做?

- A. 增加所有活动的总浮动时间。
- B. 使用三点估算确定活动持续时间。
- C. 为不确定的活动分配应急储备。
- D. 与项目团队一起开会,估算活动持续时间。

91. When more than 80% of a project is complete, a significant stakeholder requests changes to a process. Other interested parties consider this project change unnecessary.

What should a project manager do?

- A. implement changes as required
- B. Submit the request to the sponsor
- C. follow the change management plan to meet the request.
- D. Inform interested parties that changes are not allowed.

一个项目已完成80%以上，这时一位重要相关方请求对一个过程进行更改。其他相关方认为这项项目变更是不必要的。

项目经理应该怎么做？

- A. 按要求实施变更
- B. 将该请求提交给发起人
- C. 遵循变更管理计划来满足该请求。
- D. 通知相关方，不再允许进行变更。

92. A project manager joins an ongoing project. At a weekly status meeting, the team informs the project manager that quality assurance will be carried out at the end of the project plan.

What should a project manager do?

- A. Continue to implement the current quality assurance plan and ensure that the project is completed on time and on budget.
- B. Review quality assurance activities and update the project plan as each deliverable is completed.
- C. Use quality assurance to measure project team performance.
- D. Perform quality assurance periodically throughout the project's life cycle.

一位项目经理加入一个正在进行的项目。在一次每周状态会议上，团队通知项目经理，项目计划中规定将在收尾阶段执行质量保证。

项目经理应该怎么做？

- A. 继续执行当期的质量保证计划，并确保项目按时、按预算完成。
- B. 重新审视质量保证活动，并在完成每个可交付成果时更新项目计划。
- C. 使用质量保证来衡量项目团队绩效。
- D. 在整个项目的生命周期中定期执行质量保证。

93. A project manager is working on a project with stakeholders distributed across multiple countries.

What should the project manager do to ensure effective communication and to obtain stakeholder approval of the project management plan?

- A. Provide detailed information about the project, including risk, escalation approach, schedule, cost and all deliverables.
- B. Request assistance from the project sponsor.
- C. Prepare the relevant party's participation plan and register.
- D. Communicate the project instructions and expectations of the PMO (office of project management) to obtain the relevant parties' support.

项目经理正在为一个项目工作，该项目的相关方分布在多个国家，为确保有效沟通并获得相关方批准项目管理计划，项目经理应该怎么做？

- A. 提供有关该项目的详细信息，包括风险、升级上报途径、进度计划、成本和所有可交付成果。
- B. 请求项目发起人协助。
- C. 准备相关方参与计划和相关方登记册。
- D. 沟通PMO（项目管理办公室）的项目指示和期望，以取得相关方的支持。

94. A project team member challenged other members on inaccurate critical acceptance criteria, pointing out that inaccuracies could reduce the quality of critical deliverables. Which document should the project manager document this issue?

- A. Stakeholder register
- B. Ishikawa diagram
- C. Quality checklist
- D. Risk register

一位项目团队成员就不准确的关键验收标准向其他成员推出质疑，指出不准确性可能会降低关键可交付成果的质量。项目经理应该在哪份文件记录这个问题？

- A. 相关方登记册
- B. 石川图
- C. 质量核对单
- D. 风险登记册

95. A two-year project reaches its end. What should the project manager do first?

- A. Complete team members' assessments and release them from the project.
- B. Obtain the acceptance from the sponsor to end the project.
- C. Review the risk register to ensure that there are no outstanding items.
- D. perform quality control procedures to close the project.

一个为期两年的项目即将结束。项目经理首先应该怎么做？

- A. 完成团队成员的评估并将他们从项目中解散。
- B. 获得发起人的验收以结束该项目。
- C. 审查风险登记册以确保没有未完成的事项。
- D. 执行质量控制程序以结束该项目。

96. A project team identifies the top four risks in a project, their probability and cost impact.

Risk	Probability	Cost impact
A	20%	US\$80,000
B	40%	US\$60,000
C	50%	US\$30,000
D	60%	US\$20,000

Based on this information, how much emergency reserve should the project manager request?

- A. US\$190, 000
- B. US\$95, 000
- C. US\$80, 000
- D. US\$67, 000

项目团队识别到项目中的四大风险，以及其发生概率和成本影响。

风险	概率	成本影响
A	20%	80,000 美元
B	40%	60,000 美元
C	50%	30,000 美元
D	60%	20,000 美元

根据这些信息，项目经理应该请求多少应急储备？

- A. 190, 000美元
- B. 95, 000美元
- C. 80, 000美元
- D. 67, 000美元

97. A team member suggests using a mobile instant messaging application to allow the team to approve measures to optimize project progress and project costs in real time. To what should the project manager consult to implement this recommendation?

- A. Change management plan

B. Scope management plan

C. Schedule baseline

D. Stakeholder engagement plan

一名团队成员建议使用移动即时通讯应用程序，以便团队即时批准优化项目进度和项目成本的措施。项目经理应查阅下列哪一项文件来实施这项建议？

A. 变更管理计划

B. 范围管理计划

C. 进度基准

D. 相关方参与计划

98. Critical project materials are scheduled for delivery by air freight from another country.

However there is a delay in the delivery, because a major volcanic eruption in that region caused flights to be suspended for two weeks.

What should the project manager do to resolve this and bring the project back on track?

A. Change suppliers and purchase materials from other countries.

B. Ask the supplier to find an alternative delivery method.

C. Ask the supplier to cover the cost of the cost of the delay.

D. Revise the project schedule and request an extension.

项目计划从另一个国家空运关键项目材料。但是，由于该地区发生重大火山爆发导致航班停飞两周时间，因此延迟交付。

若要解决这个风险并将项目带回正轨，项目经理应该怎么做？

A. 更换供应商并从其他国家采购材料。

B. 要求供应商设法找到另一种交付方法。

C. 要求供应商支付延迟成本。

D. 修订项目进度计划并请求延期。

99. While performing the stakeholder analysis, the project manager identifies negative relationships between two key stakeholders, one of which is funding the project. Another relevant party is the client-client, who wants to include other functions that the relevant party refuses to consider.

How should the project manager handle stakeholder relationships?

A. Exclusively address the goals of the stakeholder providing project funding.

B. Solely address the goal of the client-client.

C. Address all stakeholders on an equal footing and communicate to overcome conflicts.

D. Strategically address only the problems of less relevant parties and avoid conflicts.

在执行相关方分析时，项目经理识别出两个关键相关方之间的负面关系，其中一个相关方正在为项目提供资金。另一个相关方是用户端-客户，他希望包含出资相关方拒绝考虑的其他功能。

项目经理应该如何处理相关方的关系？

- A. 只解决提供项目资金的相关方目标。
- B. 只解决用户端-客户的目标。
- C. 在平等基础上对待所有相关方，并进行沟通以克服冲突。
- D. 战略上只解决问题较少相关方的问题，并避免冲突。

100. A project manager meets with the managers of project resources and the directors of areas that the project will benefit. During the meeting, the project manager explained the project objectives and the activities required to complete the project.

What project activity is the project manager complete at this meeting?

- A. Team formation
- B. Project kick-off
- C. Stakeholder engagement
- D. Risk mitigation

项目经理与项目资源经理以及该项目将受益的领域主管一起开会。在会议期间，项目经理说明了项目目标和完成项目所需的活动。

项目经理在这次会议上完成了哪个项目活动？

- A. 团队组织
- B. 项目启动大会
- C. 相关方参与
- D. 风险减轻

101. Following a company reorganization, a team member now reports to a different functional manager.

What document should the project manager update to reflect this new reporting structure?

- A. Stakeholder engagement plan
- B. Resource calendar
- C. Project team assignments
- D. Resource management plan

在公司重组之后，一位团队成员现在向不同的职能经理报告。

项目经理应该更新哪份文件以反映这种新的报告结构？

- A. 相关方参与计划
- B. 资源日历
- C. 项目团队任务分配
- D. 资源管理计划

102. Six weeks into project execution, a key stakeholder requests a change. The stakeholder states that this request should be treated as high priority.

What should the project manager do next?

- A. Direct the team to implement the change.
- B. Check the scope statement to determine if the change is within scope.
- C. Seek expert advice to better understand and evaluate the importance of change.
- D. Issue a change request to the change control board (CCB) and communicate its priority.

项目执行六周后，一位关键相关方请求一项变更。相关方指出这一请求作为高度优先请求对待。

项目经理下一步应该怎么做？

- A. 指示团队实施变更。
- B. 检查范围说明书以确定变更是否符合范围。
- C. 寻求专家建议，以更好地了解 and 评估该变更的重要性。
- D. 向变更控制委员会（CCB）签发一份变更请求，并沟通其优先级。

103. A project team is working on a project's new approved scope. The regulatory team was integral in providing input that necessitated this change. However, the team discovers that the regulatory department was not listed as a project stakeholder.

What should the project manager do next?

- A. Instruct the project team to verify the need for this change.
- B. Create a new change request and ensure that the regulatory team is involved in the process.
- C. Gather further input from the regulatory team and update the existing change request to reflect the new information.
- D. Ensure that the regulatory team is included in the change control board (CCB) .

项目团队正在研究一个项目的新批准范围，监管团队在提供对该变更必要的意见方面是不可或缺的。但是，该团队发现监管部门未被列为项目相关方。

项目经理下一步应该怎么做？

- A. 指示项目团队确认是否需要进行这项变更。
- B. 创建一项新的变更请求并确保监管团队参与这个过程。
- C. 收集监管团队的进一步意见，并更新现有变更请求以反映新信息。
- D. 确保监管团队包含在变更控制委员会（CCB）中。

104. A project manager joins a project and meets with stakeholders to understand their expectations. Following the meeting, the project manager defines all milestones. Another meeting is then scheduled with stakeholders to conduct a benefits analysis.

What is the primary purpose of this upcoming meeting?

- A. Share documents created during the initiating phase.
- B. Check whether the organizational strategy, goals, and objectives will be met.
- C. Agree on the communications management plan and project governance.
- D. Obtain the approval of the quality management plan.

项目经理加入一个项目并与相关方开会以了解他们的期望。会议结束后，项目经理定义了所有里程碑并详细描述所有可交付成果，然后安排了与相关方的另一次会议，以进行效益分析。

这次会议的主要目的是什么？

- A. 分享在启动阶段创建的文件。
- B. 检查组织战略，目的和目标是否会得到满足。
- C. 就沟通管理计划和项目治理达成一致意见。
- D. 获得质量管理计划的批准。

105. A project is behind schedule and over budget. As a result of increased stakeholder pressure, the project team has been placed under serious duress. This causes a conflict between the quality and production managers, with each blaming the other for the delays and cost overruns.

What should the project manager do?

- A. Meet with both managers, and ask them to immediately end the conflict to avoid negatively impacting the project.
- B. Discuss the situation with the stakeholders, and follow their suggestions for dealing with the conflict.
- C. Meet with the managers' supervisors to discuss possible actions.
- D. Refer to the team charter for guidelines on how to deal with this conflict.

一个项目落后于进度，并超出预算。由于相关方压力增大，项目团队是在高压下工作，这导致了质量经理与生产经理之间的冲突，每一方都为项目延误和成本超支而指责对方。项目经理应该怎么做？

- A. 与两位经理会面，并要求他们立即结束冲突，以避免对项目造成负面影响。
- B. 与相关方讨论该情况，并遵照他们的建议处理冲突。
- C. 与两位经理的主管会面，讨论可能的行动。
- D. 查阅团队章程以了解如何处理这个冲突的指导方针。

106. Due to economic issues, a client cancels a project that has completed only the first of three phases.

After implementing the Perform Integrated Change Control process, what should the project manager do next?

- A. Review the scope baseline.
- B. Apply the Monitor Risks process.
- C. Update the lessons learned repository.
- D. Release the project team.

由于经济问题，客户取消了一个仅完成三个阶段中第一个阶段的项目。

在执行实施整体变更控制过程后，项目经理下一步应该怎么做？

- A. 审查范围基准。
- B. 应用监管风险过程。
- C. 更新经验教训知识库。
- D. 解散项目团队。

107. A project is running on time, but the customer now requests delivery three weeks ahead of schedule without reducing the scope. This will have long-term benefits for the organization.

What risk response strategy should the project manager use?

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

一个项目按时执行，但客户现在要求比进度计划提前三个星期交付，而不缩小范围。这将给组织带来长期的团队利益。项目经理应使用哪一项风险应对策略？

- A. 减轻
- B. 接受
- C. 转移
- D. 开拓

108. After approval of user acceptance testing for a project, all key users are replaced. The project cannot be completed until the new key users are trained on the project's deliberates. what should the project manager do next?

- A. Follow the change management plan.
- B. Plan a training activity.
- C. Escalate this to the project sponsor.
- D. Follow the resource management plan.

在项目的用户验收测试得到批准后，所有关键用户都将被替换。只有在新的关键用户接受项目可交付成果的培训之后，项目才能完成。

项目经理下一步应该怎么做？

- A. 遵循变更管理计划。
- B. 计划培训活动。
- C. 将该问题上报给项目发起人。
- D. 遵循资源管理计划。

109. During the execution of a project, a key stakeholder asks the project manager why one high-level requirement was unmet. The project manager informs the stakeholder that they were unaware of the requirement.

What artifact should the project manager have referenced to capture this high-level requirement?

- A. Scope statement
- B. Project charter
- C. Statement of work (SOW)
- D. Resource management plan

在项目执行过程中，一名关键干系人向项目经理询问为何一个高层级需求未得到满足。项目经理告知干系人，他们不知道这个需求。

项目经理应该查阅哪份文件来捕捉这个高层级需求？

- A. 范围说明书

- B. 项目章程
- C. 工作说明书 (SOW)
- D. 资源管理计划

110. While facilitating a stand-up, the project manager learns that a product acquired for the project is incompatible with the selected software version. There is a considerable amount of work required to make the product compatible.

What should the project manager do first?

- A. Email project team members instructing them to work overtime to meet the deadline.
- B. Perform a root cause analysis, and update project documents.
- C. Meet with the team to determine the appropriate corrective action.
- D. Inform all stakeholders of the issue, and submit a change request.

项目经理在安排一次站会时得知，为项目采购的产品和选定的软件版本不兼容，需要进行大量操作才能使产品兼容。

项目经理首先应该怎么做？

- A. 向项目团队成员发送一封电子邮件指示他们加班工作以满足截止日期。
- B. 执行根本原因分析，并更新项目文件。
- C. 与团队开会以确定合适的纠正措施。
- D. 将该问题通知所有相关方，并提交变更请求。

111. A project manager realizes that data gathering is insufficient and does not conform to the quality management plan. This oversight will severely impact constraints.

What should the project manager do next?

- A. Submit a change request to revise the quality management plan.
- B. Conduct a cause-and-effect analysis, and report the results to the project sponsor.
- C. Determine the root cause of the nonconformance.
- D. Inform the project sponsor, and request a meeting with stakeholder to revise the quality management plan.

项目经理意识到数据收集不足并且不符合质量管理计划，这种疏忽将严重影响项目的制约因素。

项目经理下一步应该怎么做？

- A. 提交变更请求，以修订质量管理计划。
- B. 遵行因果分析，并将结果报告给项目发起人。

C. 确定不合格的根本原因。

D. 通知项目发起人，并要求与相关方开会，以修订质量管理计划。

112. A project manager suggests training a software development team on unit testing techniques that can be applied during the coding phase. In addition, the project manager recommends the procurement of a server to run test cases during software development.

Of what is this an example?

A. Quality management budget

B. Prevention costs

C. Appraisal costs

D. Software testing budget

项目经理建议为一个软件开发团队提供单元测试技术培训，该技术可以在编码阶段应用。

另外，项目经理建议在软件开发期间采购一台服务器来运行测试用例。

这个例子是什么？

A. 质量管理预算

B. 预防成本

C. 评价成本

D. 软件测试预算

113. A key project decision requires the support of all stakeholders. The project manager now learns that one key stakeholder was not previously identified. What should the project manager do to prevent this from being an obstacle to the project's progress and success?

A. Review the stakeholder register.

B. Meet with the project sponsor.

C. Update the stakeholder engagement assessment matrix.

D. Conduct regular and timely reviews of the communications strategy.

一个关键的项目决策需要所有干系人的支持。项目经理现在得知之前未识别到一名关键干系人。

项目经理应该做什么来防止这个问题成为项目进展和成功的障碍？

A. 审查干系人登记册。

B. 与项目发起人会面。

C. 更新干系人参与评估矩阵。

D. 定期及时审查沟通策略。

114. A company is constructing new buildings in three different areas. The project manager experiences some delays that significantly affect the critical path. After investigation, the project manager notice that a lack of participation from engineers was mentioned in a previous, similar project. This is also the case in the current project, but was not mentioned anywhere in company archives or documentation.

What should the project manager have done to be more aware of this potential issue?

- A. Recorded and documented the situation in the previous project's issue log.
- B. Obtained organizational process assets at the beginning of the project.
- C. Transferred lessons learned to the repository at the end of the previous project.
- D. Conducted proper bench-marking during planning sessions.

一家公司正在三个不同地区建造新建筑。项目经理感受到一些严重影响关键路径的延迟。经过调查后,项目经理注意到,在他之前监管的一个类似项目中提到缺乏工程师的参与。在当前项目中也是如此,但在公司档案或文档的任何地方均没有提及。若要更好地了解这个潜在问题,项目经理事先应该怎么做?

- A. 将这种情况记录在之前项目的问题日志中。
- B. 在项目开始时获得组织过程资产。
- C. 在之前项目结束时将经验教训转移到知识库中。
- D. 在规划会议期间进行适当的标杆对照。

115. A supplier continuously delays submitting status reports to the project management team.

What should the project manager do?

- A. Send the supplier a warning letter and withhold payments to them.
- B. Modify the inspections and procurement management plan.
- C. Submit a request to change the supplier's scope.
- D. Develop a risk response plan.

供应商不断延迟向项目管理团队提交状态报告。

项目经理应该怎么做?

- A. 向该供应商发送一封警告信,并暂停向他们付款。
- B. 修改检查和采购管理计划。
- C. 提交请求以变更供应商的范围。
- D. 制定风险应对计划。

116. During project execution, the team identifies several change requests that include

functionality needed for project success. These failed to be included the requirements traceability matrix.

To avoid this, what should the project manager do beforehand?

- A. Created a work breakdown structure (WBS)
- B. Defined the scope
- C. Validated the scope
- D. Controlled the scope

在项目执行期间，团队识别到几个变更请求，其中包括项目成功所需的功能，这些功能未能包含在需求跟踪矩阵中。

若要避免这种情况，项目经理事先应该做什么？

- A. 创建工作分解结构（WBS）
- B. 定义范围
- C. 核实范围
- D. 控制范围

117. During a project's planning phase, the high and fluctuating price of raw identified as a risk. After quantitative analysis of two raw materials, item A was chosen instead of item B. During the execution phase, the price of item A rises, making it more expensive than item B.

What should the project manager do to resolve this?

- A. Refer to the risk management plan.
- B. Review the cost management plan.
- C. Inform the sponsor.
- D. Approach the procurement team.

在项目规划阶段，原材料的高价格和价格波动被识别为一项风险，在对两种原材料进行定量分析之后，选择了商品A而不是商品B。在执行阶段，商品A的价格上涨，使其比商品B更昂贵。

若要解决这个问题，项目经理应该怎么做？

- A. 查阅风险管理计划。
- B. 审查成本管理计划。
- C. 通知发起人。
- D. 联络采购团队。

118. An experienced project manager joins a project that has been ongoing for six months.

During their first meeting with stakeholder, the project manager learns of a customer concern that their expectations are not being met.

What should the project manager reference to address this concern?

- A. Project charter
- B. Assumption log
- C. Scope management plan
- D. Stakeholder engagement plan

一位经验丰富的项目经理加入了一个已经执行六个月的项目。在与相关方的第一次会议期间，项目经理了解到客户担心他们的期望没有得到满足。

项目经理应该查阅哪一份文件来解决这个问题？

- A. 项目章程
- B. 假设日志
- C. 范围管理计划
- D. 相关方参与计划

119. A project manager has a virtual team with resources located on three different continents. Serious issues among team members.

What should the project manager do to regain control of the situation?

- A. Track each team member's progress and productivity.
- B. Review the communications management plan, and address team issues.
- C. Escalate the issues to the team member's line managers.
- D. Invest time and effort on one-on-one interactions with team members.

项目经理拥有一个虚拟团队，资源位于三个不同的大陆。团队成员之间出现一些严重问题。

项目经理应该如何重新控制局面？

- A. 跟踪每个团队成员的进展情况和生产力。
- B. 审查沟通管理计划，并解决团队问题。
- C. 将问题升级上报给团队成员的直线经理。
- D. 将时间和精力投入在与团队成员进行一对一的互动。

120. The price of equipment required to complete a project task increases by 50 percent.

What should the project manager do first?

-
- A. Submit a change request for the approval of additional funds.
 - B. Issue a change request to reduce the scope to maintain the original budget.
 - C. Conduct a cost-benefit analysis to determine the impact on the budget.
 - D. Negotiate a lower price with the supplier.

完成一个项目任务所需的设备价格上涨了50%。

项目经理首先应该怎么做？

- A. 提交变更请求以批准额外资金。
- B. 签发变更请求以减少范围，保持原始预算。
- C. 进行成本效益分析，以确定对预算的影响。
- D. 与供应商协商一个较低的价格。

121. A team implemented a change based on client feedback from the prototype review. A key stakeholder is now concerned that a project deliverable fails to meet the acceptance criteria.

What should the project manager do to prevent this from reoccurring?

- A. Check the work breakdown structure (WBS) to identify which stakeholder's deliverable is being impacted.
- B. Review the stakeholder engagement process and update the stakeholder engagement plan with relevant information.
- C. Have a discussion with the sponsor about developing the stakeholder engagement plan.
- D. Use the stakeholder engagement process from a similar, previous project.

团队根据原型评审会上的客户反馈意见实施了一项变更，一位关键相关方现在担心项目可交付成果不符合验收标准。

项目经理应该如何防止再次发生这种情况？

- A. 检查工作分解结构（WBS）以确定哪些相关方的可交付成果受到影响。
- B. 评审相关方参与过程并利用相关信息更新相关方参与计划。
- C. 与发起人讨论制定相关方参与计划的相关事宜。
- D. 使用一个来自以前类似项目的相关方参与过程。

122. A key stakeholder attends the project kick-off meeting, but is absent from subsequent review meetings.

What should the project manager do?

- A. Update the communications management plan to remove the stakeholder from the attendance list for review meetings.

- B. Remove the stakeholder from the stakeholder register since they are not interested.
- C. Continue to engage the stakeholder via performance reports and meeting minutes.
- D. Review the stakeholder engagement plan, and submit a change request to revise it.

一位关键相关方参与项目启动大会，但缺席随后的审查会议。

项目经理应该怎么做？

- A. 更新沟通管理计划，以便将该相关方从审查会议参加名单中删除。
- B. 将该相关方从相关方登记册中删除，因为他们对项目没有兴趣。
- C. 通过绩效报告和会议记录继续与该相关方沟通。
- D. 审查相关方参与计划，并提交变更请求以修改该计划。

123. A project manager is convinced that a contractor is requesting work outside of the project's scope.

What should the project manager do?

- A. Review the scope statement with the contractor.
- B. Hold a project review meeting to address the issue with project team.
- C. Inform the sponsor of the issue.
- D. Create a change request.

项目经理确信承包商正在请求项目经理范围之外的工作。

项目经理应该怎么做？

- A. 与承包商一起审查范围说明书。
- B. 举行项目评审会议以解决项目团队的问题。
- C. 向发起人通知该问题。
- D. 创建变更请求。

124. A project manager in a matrix organization notice that a resource is working a significant amount of overtime to complete project assignments.

What should the project manager do next?

- A. Escalate the issue to the project sponsor.
- B. Update the issue log with this information.
- C. Discuss the situation with the resource's manager.
- D. Update the risk register with this information.

一个矩阵型组织的项目经理注意到一个资源正在进行大量的加班工作来完成项目任务。

项目经理下一步应该怎么做？

- A. 将该问题上报给项目发起人。

- B. 将该信息更新到问题日志中。
- C. 与资源经理讨论这种情况。
- D. 将该信息更新到风险登记册中。

125. Before authorizing resource assignments, a company's project management office (PMO) requires that the project manager present the approved project charter. However, the project sponsor is on vacation for the next three weeks. Stakeholders want the project to start as soon as possible.

What should the project manager do?

- A. Hold the project until the sponsor approves the project charter.
- B. Obtain authorization from the steering committee.
- C. Find resources that can informally start the project to avoid delays.
- D. Review the main project milestones to identify potential task compression to avoid delays.

在授权资源分配之前，公司的项目管理办公室（PMO）要求项目经理出示批准的项目章程。但是，项目发起人将在未来三周内休假，相关方希望项目尽快开始。

项目经理应该怎么做？

- A. 暂停项目，直到发起人批准项目章程为止。
- B. 获得指导委员会的授权。
- C. 找到可以非正式启动项目的资源，以避免延期。
- D. 审查主要项目里程碑，识别潜在的任务压缩以避免延期。

126. A project team has weekly integrated change control meetings with the steering committee. During these meetings, attendees discuss the urgency of correcting defects that cause change requests, and then vote on their severity. After the committee agrees on the severity and priority of the change requests, what should the project manager update?

- A. Change log
- B. Change management plan
- C. Scope baseline
- D. Requirements traceability matrix.

项目团队每周与指导委员会一起召开一次整体变更控制会议。在这些会议期间，与会者讨论纠正导致变更请求的缺陷紧迫性，然后会对其严重性进行投票。

在委员会同意变更请求的严重性和优先级后，项目经理应该更新哪一份文件？

- A. 变更日志

- B. 变更管理计划
- C. 范围基准
- D. 需求跟踪矩阵

127. A low probability/high impact technical risk occurs.

What should the project manager do?

- A. Submit a change request to adjust the cost and schedule baselines.
- B. Conduct a risk review to evaluate its impact on project deliverables.
- C. Implement the mitigation plan outlined in the risk register.
- D. Consult the lessons learned repository for possible risk mitigation options.

一个低概率/高影响的技术风险发生了。

项目经理应该怎么做？

- A. 提交变更请求来调整成本和进度基准。
- B. 进行风险审查，评估其对项目可交付成果的影响。
- C. 实施风险登记册中概述的减轻计划。
- D. 查询经验教训存储库，了解可能的风险减轻选项。

128. A company successfully completes its first in-house project development experience. Most of the project team will now return to their previous positions. Before closing the project, what should the project manager do to improve performance on future projects?

- A. Request a skill assessment.
- B. Create a project management office (PMO).
- C. Ask that the project team be permanently assigned to future in-house projects.
- D. Create an organizational knowledge base.

一家分公司成功完成了其首个内部项目开发经验。大部分项目团队成员现在将回到以前的职位。

在结束项目之前，项目经理应该如何提高未来项目的绩效？

- A. 请求技能评估。
- B. 创建项目管理办公室（PMO）。
- C. 要求将项目团队永久地分配给未来的内部项目。
- D. 创建组织知识库。

129. A team completes a prototype of a new product utilizing the latest technology. During testing, it fails to meet performance specifications.

What should the project manager do?

- A. Renegotiate the performance specifications with the project sponsor.
- B. Perform a root cause analysis to identify the reason.
- C. Submit a deviation request to the change control board (CCB).
- D. Inform the sponsor, and implement corrective actions.

团队利用最新技术完成了新产品的原型。在测试期间，产品不符合性能规格。

项目经理应该怎么做？

- A. 与项目发起人重新协商性能规格。
- B. 执行根本原因分析，找出原因。
- C. 向变更控制委员会（CCB）提出偏差请求。
- D. 通知发起人，并实施纠正措施。

130. Project stakeholders are concerned about several risks, but cannot determine which will have the greatest impact.

What tool or technique should the project manager use to address the stakeholders' concerns?

- A. Tornado diagram
- B. Decision tree analysis
- C. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- D. Ishikawa diagram

项目相关方担心几个风险，但无法确定哪种风险影响最大。

项目经理应使用什么工具或技术来解决相关方的问题？

- A. 龙卷风图
- B. 决策树分析
- C. 优势、劣势、机会与威胁（SWOT）分析
- D. 石川图

131. During project delivery, quality audits reveal an unidentified product requirement.

What should the project manager do?

- A. Review and update the risk reports.
- B. Update the test and evaluation documentation.
- C. Send the product requirement to the quality management team.
- D. Use a contingency response to take corrective action.

在项目交付期间，质量审计揭示了一个未识别到的产品需求。

项目经理应该怎么做？

- A. 审查并更新风险报告。
- B. 更新测试和评估文档。
- C. 将产品需求发送给质量管理团队。
- D. 使用应急应对来采取纠正措施。

132. A project manager facilitates a workshop with stakeholders to gather product requirements and develop a requirements traceability matrix. The system developer was unable to attend the workshop, but requested a copy of the minutes to review and validate the output. The system developer then provides feedback that the listed functional requirements do not make sense when competed against the user requirements.

What should the project manager do to address this?

- A. Advise the system developer to attend the next review meeting.
- B. Inform the system developer to review the requirements with users.
- C. Update the requirements traceability matrix to include the relevant relationships of the requirements.
- D. Ask the system developer to submit a change request.

项目经理与相关方一起召开一次引导式研讨会，以收集产品需求并制定需求跟踪矩阵。

系统开发人员无法参加该研讨会，但请求一份会议记录以审查和确认输出，然后系统开发人员提供反馈，表明列出的功能需求在与用户需求竞争时没有意义。

表明若要解决这种情况，项目经理应该怎么做？

- A. 建议系统开发人员参与下次审查会议。
- B. 通知系统开发人员与用户一起审查需求。
- C. 更新需求跟踪矩阵以包含需求的相关关系。
- D. 要求系统开发人员提交变更请求。

133. A project manager has an agreement with a third-party supplier to deliver parts within in six months. During the implementation phase, the project is cancelled. However, the supplier has already started work on this order.

What should the project manager do next?

- A. Review the contract's termination clause.
- B. Conduct a supplier performance evaluation.
- C. Direct the supplier to stop work immediately.

D. Update the procurement management plan.

项目经理与第三方供应商签订在六个月内交付零件的协议项目在实施阶段被取消了。但是，供应商已经开始这个订单的工作了。

项目经理下一步应该怎么做？

- A. 审查合同的终止条款。
- B. 进行供应商绩效评估。
- C. 指示供应商立即停止工作。
- D. 更新采购管理计划。

134. A project manager is developing a high-level cost estimate for inclusion in the project charter. Since the project manager previously completed similar projects, what cost-estimating technique should be used?

- A. Parametric
- B. Analogous
- C. Expert judgment
- D. Bottom-up

项目经理正在制定一份高层级的成本估算，以便纳入项目章程。由于项目经理以前完成过类似的项目，应该使用哪一项成本估算技术？

- A. 参数估算
- B. 类比估算
- C. 专家判断
- D. 自下而上估算

135. During a weekly project meeting, a team member states that during a deliverable revision, a sales manager made an important remark regarding a customer care process that impacts the entire project. The project manager is surprised that the sales manager is involved in the project deliverables.

What should the project manager have done to prevent this?

- A. Improved the risk review meetings and developed the risk register.
- B. Performed a stakeholder analysis and developed the stakeholder engagement plan.
- C. Included functional team processes in the issue log and developed preventive actions.
- D. Identified the scope of the project and informed the stakeholders.

在每周一次的项目会议上，一位团队成员表示在修订一项可交付成果时，一名销售经理对客户服务过程做出一项重要评论，影响到整个项目。项目经理对销售经理参与项目可

交付成果感到吃惊。

若要预防这个问题，项目经理应该事先做什么？

- A. 完善风险审查会议，制定风险登记册。
- B. 执行相关方分析，并制定相关方参与计划。
- C. 将职能团队过程包含进问题日志中，并制定预防措施。
- D. 识别项目范围并通知干系人。

136. A project task involves the procurement of a specific raw material at regular intervals. Price fluctuation was identified as a risk during planning. The risk response is to exploit a price drop if it occurs. The price of the raw material has now reduced drastically.

What should the procurement manager do?

- A. Purchase the raw material at the existing price.
- B. Ask the project manager for advice.
- C. Wait for the prices to further reduce.
- D. Review the risk register for the recommended action.

项目任务涉及定期采购特定的原材料，在规划过程中，价格波动被识别为一项风险。如果风险发生，风险应对措施就是利用价格下降，目前该原材料价格大幅下跌。

采购经理应该怎么做？

- A. 以现有价格采购原材料。
- B. 寻求项目经理的建议。
- C. 等待价格进一步降低。
- D. 查询风险登记册以获得建议的行动。

137. A company wants to design and build its first robotic product. The project team members have limited knowledge in robotics, and do not know how to define and control product performance.

What should the project manager do to ensure product performance?

- A. Use expert judgment.
- B. Update the quality metrics.
- C. Conduct statistical sampling.
- D. Perform bench-marking.

一家公司想要设计和制造其第一款机器人产品。项目团队成员对机器人的了解有限，不知道如何定义和控制产品性能。

若要确保产品性能，项目经理应该怎么做？

- A. 使用专家判断。
- B. 更新质量测量指标。
- C. 开展统计抽样。
- D. 执行标杆对照。

138. A resource's functional manager requests confidential information about a delayed project. Because the functional manager does not have the appropriate authorization level, the resource asks permission from the project manager to share the information.

What should the project manager do?

- A. Meet with the resource and the functional manager to explain why the information cannot be shared.
- B. Reject the request, but provide a project update to the functional manager that does not include confidential information.
- C. Train the resource on how to promote the project to the functional manager without divulging any confidential information.
- D. Accept the request and provide a project update to the functional manager that includes the confidential information.

一位资源的职能经理请求关于一个延迟项目的机密信息。由于职能经理没有适当的授权级别，该资源需要项目经理的许可才能共享信息。

项目经理应该怎么做？

- A. 与该资源和职能经理开会，解释为什么不能共享信息。
- B. 拒绝该请求，但向职能经理提供不包含机密信息的项目更新。
- C. 培训该资源如何在不泄露任何机密信息的情况下向职能经理介绍该项目。
- D. 接受该请求，并向职能经理提供包含机密信息的项目更新。

139. A client asks a global IT company to develop a supply chain monitoring system. A project manager then begins to assist in the creation of the project charter for the project sponsor.

What should the project manager do next?

- A. Search the lessons learned repository for historical information on project charter.
- B. Meet with key stakeholders and the sponsors to discuss project assumptions, success criteria and critical inputs.
- C. identify and define the most appropriate implementation approach for the project

deliverables.

D. Meet with the sponsors to outline a detailed timeline with project milestones for resource.

客户要求一家全球IT公司开发一个供应链监控系统。项目经理随后开始协助项目发起人制定项目章程。

项目经理下一步应该怎么做？

A. 在经验教训知识库中搜索制定项目章程的历史信息。

B. 与关键相关方和发起人一起开会讨论项目假设条件，成功标准和关键输入。

C. 识别并定义项目可交付成果最适合的实施方法。

D. 为进行资源分配，与发起人开会以概述出一个含有项目里程碑的详细时间表。

140. While generating the status report for a budget-constrained project, the project manager identifies that the project is one week behind schedule.

What should the project manager do to bring the project back on track?

A. Reallocate team members on critical-path activities.

B. Request additional time from the project sponsor.

C. Ask the project management office (PMO) for additional team members.

D. Perform resource optimization.

在为一个有预算限制的项目生成状态报告时，项目经理发现该项目比进度计划落后一周。

若要将项目拉回正轨，项目经理应该怎么做？

A. 重新分配关键路径活动的团队成员。

B. 向项目发起人要求额外的时间。

C. 请求项目管理办公室（PMO）增加团队成员。

D. 执行资源优化。

141. During initial project acceptance, the customer is satisfied with project performance.

However, they ask to move the delivery date forward by one week and explain their reason to the project manager.

What should the project manager do next?

A. Update the project schedule.

B. Further clarify the actual requirement with the customer.

C. Escalate it to the project sponsor.

D. Submit a change request.

在项目初始验收期间，客户对项目绩效感到满意。但是，他们要求将交付日期提前一周

时间，并向项目经理解释原因。

项目经理下一步应该怎么做？

- A. 更新项目进度计划。
- B. 与客户进一步澄清实际需要。
- C. 将问题升级上报给项目发起人。
- D. 提交变更请求。

142. During a software development project, one team member fails to complete assigned tasks, which prevents integration with other components and causes a milestone to be missed. The team member did not inform the project manager about any problems with their tasks.

What should the project manager do first to communicate this to the sponsors?

- A. Include an updated project schedule in the weekly status report.
- B. Schedule a meeting with the sponsor to inform them of the issue and present a recovery plan.
- C. Add it to the risk register as a materialized risk and send the updated risk register to the sponsor.
- D. Escalate the delay to the sponsor, informing them that the team member failed to complete the assigned tasks.

在一个软件开发项目中，一名团队成员不能完成分配的任务，这阻碍了与其他组件的集成，并导致错过里程碑。该团队成员未向项目经理告知有关其任务的任何问题。

若要向发起人沟通该问题，项目经理首先应该做什么？

- A. 在每周状态报告中包含更新的项目进度计划。
- B. 安排与发起人开会，告知他们这个问题，并提出恢复计划。
- C. 将其作为一项已实现的风险添加到风险登记册中，并将更新后的风险登记册发送给发起人。
- D. 将延迟问题上报给发起人，告知他们该团队成员未能完成分配的任务。

143. While estimating project costs, a project manager works with a subject matter expert (SME) who has historically underestimated the effort necessary to deliver project requirements. In all other areas, however, the SME is a good contributor, well respected, and often requested by stakeholder.

To proactively mitigate the risk of underestimation, what should the project manager do?

- A. Periodically review objectives and requirements with the SME during estimation and use

other resources to review the submitted estimates.

B. Notify project stakeholders that any estimates submitted by the SME must be increased by 20%percent.

C. ignore previous issues with estimates from this SME and continue with the process unchanged.

D. Remove the SME from the project and request a resource who can provide more accurate estimates.

在估算项目成本时，项目经理与一位主题专家（SME）合作，该专家曾有低估交付项目需求所需工作的历史。然而，在所有其他领域，该主题专家是一位很好的贡献者，备受尊重，并且经常有相关方需要他。

若要主动减轻低估项目工作的风险，项目经理应该怎么做？

A. 在估算期间与该主题专家定期审查目标和需求，并使用其他资源审查提交的估算。

B. 通知项目相关方，该主题专家提交的任何估算必须增加20%。

C. 忽略与该主题专家有关的估算问题，并继续保持该过程不变。

D. 将该主题专家从项目中排除并请求可提供更准确估算的资源。

144. Members of a project team are based in two countries. Experienced resources work together at company headquarters in country A, while the remaining resources, who deliver the project work are located in the client's offices in country B. The project manager is the client's office most of the time. Last month, the experienced resources discovered several unacceptable issues, and expressed concern that the project manager is unable to fairly evaluate all efforts. This causes experienced resources' productivity and morale to decline. What should the project manager do?

A. Review individual achievements and share them more frequently with the entire project

B. Ask the experienced resources to recommend solutions to the issues.

C. Review personal goals with the experienced resources, and realign them with project needs and execution.

D. Spend more time with the experienced resources to better support them.

一个项目团队的成员位于两个国家，有经验的资源在A国的公司总部一起工作，而交付项目工作的其余资源位于B国的客户办公室。项目经理大多数时间都在客户办公室。上个月，有经验的资源发现了几个不可接受的问题。并担心项目经理无法公平评估所有工作，这导致有经验的资源生产力和士气下降。

项目经理应该怎么做？

- A. 审查个人成就，并与整个项目团队更频繁地分享。
- B. 请有经验的资源为这些问题建议解决方案。
- C. 与有经验的资源一起审查个人目标，并重新调整让其与项目需求和执行保持一致。
- D. 花更多时间与有经验的资源在一起，以便更好地为他们提供支持。

145. An organization is completing a critical milestone during the construction of residential properties. The project is fully sponsored by the government. Ten days prior to completion of this key project phase, affected community members begin a four-day protest, causing the project to be put on hold.

What should the project manager do?

- A. Mitigate the risk.
- B. Increase effort on the project.
- C. Review the timeline.
- D. Escalate the issue to the project sponsor.

一家组织正在完成一个住宅物业施工过程的一个很重要里程碑，该项目由政府全力赞助。在这个关键项目阶段完成前十天，受影响的社区成员开始为期四天的抗议活动，导致项目被搁置。

项目经理应该怎么做？

- A. 减轻风险。
- B. 为项目付出更多努力。
- C. 审查时间表。
- D. 将该问题升级上报给项目发起人。

146. Due to a product's high importance, the sponsors wants to closely monitor the project's progress to ensure that the quality exceeds market standards.

What should the project manager do to meet the sponsor's requirements?

- A. Apply the critical path method.
- B. Use project reporting.
- C. Evaluate leads and lags.
- D. Perform data analysis.

由于产品的重要性，发起人希望密切监督项目的进展情况，以确保质量超出市场标准。

项目经理应该做什么来满足发起人的需求？

- A. 应用关键路径法。

- B. 使用项目报告。
- C. 评估时间提前量和时间滞后量。
- D. 执行数据分析。

147. During project closure, an issue is detected. At this stage, the project's resources have already been disbanded.

What should the project manager have done prior to releasing the resource?

- A. Conducted the Perform Integrated Change Control process.
- B. Obtained customer acceptance.
- C. Documented lessons learned.
- D. Performed a root cause analysis.

在项目收尾期间，发现一个问题，但在这个阶段，该项目的资源已经解散。

在解散资源之前，项目经理应该事先做什么？

- A. 执行实施整体变更控制过程。
- B. 获得客户验收。
- C. 记录经验教训。
- D. 执行根本原因分析。

148. The project manager identifies a task that will require special knowledge, but none of the team members have this knowledge. The project manager believes a similar situation will occur in an upcoming project.

What should the project manager do next?

- A. Prepare a training session for the team, taking into consideration cost and time.
- B. Ask the client to modify deliverables that require this special knowledge.
- C. Replace members of the team with more experienced individuals.
- D. Submit a change request to modify the project scope.

项目经理识别到一项需要特殊知识的任务，但团队成员都没有这方面的知识，项目经理认为即将开展的项目也会出现类似的情况。

项目经理下一步应该怎么做？

- A. 为团队准备一个培训课程，并考虑到成本和时间。
- B. 请客户修改需要这些特殊知识的可交付成果。
- C. 将团队成员更换为更有经验的人员。
- D. 提交变更请求，以修改项目范围。

149. A project's cost performance index (CPI) and schedule performance index (SPI) are both greater than 1.0. The project manager decreases inputs to maintain the schedule.

During this process, what remains unchanged?

- A. Schedule
- B. Cost
- C. Cost and schedule
- D. Schedule baseline

项目的成本绩效指数（CPI）和进度绩效指标（SPI）均大于1.0，项目经理减少投入以保持进度。

在这个过程中，什么会保持不变？

- A. 进度
- B. 成本
- C. 成本与进度
- D. 进度基准

150. A project team includes functional managers from various departments across an organization. The project has fallen behind schedule because functional managers are prioritizing their daily responsibilities over their project responsibilities.

What should the project manager use to manage the team?

- A. Recognition and rewards
- B. Interpersonal skills
- C. Individual and team assessments
- D. Decision making

项目团队包括组织内各部门的职能经理，该项目落后于进度计划，因为职能经理将他们的日常责任优先于项目责任。

项目经理应该使用下列哪一项来管理团队？

- A. 认可与奖励
- B. 人际关系技能
- C. 个人和团队评估
- D. 制定决策

151. While starting a new project, the project manager realizes that customer requirements are significantly different from similar projects their organization typically executes. The project will not receive significant funding until the work is completed, at which point full funding

will be available.

What should the project manager do first?

- A. Meet with the customer to establish the minimum scope required to secure funding. .
- B. Review the cost estimate to reduce the project risk.
- C. Request a release of the management reserve to cover the additional funding.
- D. Update the risk register to document the lack of funding.

在开始一个新项目时，项目经理意识到客户需求与其组织通常执行的类似项目有很大不同，该项目在工作完成之前将不会获得大量资金，将在项目完成时提供全额资金。

项目经理首先应该怎么做？

- A. 与客户开会以确定获得资金所需的最小范围
- B. 审查成本估算以降低项目风险
- C. 要求释放管理储备金以支付额外资金
- D. 更新风险登记册以记录资金缺乏情况

152. After receiving a project management office (PMO) mandate that work packages must be performed by a preapproved offshore unit, the project manager updates the risk register. To mitigate the risk of miscommunication between local and offshore teams, the project manager appoints an offshore coordinator as a single point of contact.

What plan should be updated to describe the interactions between the two teams?

- A. Project management
- B. Stakeholder engagement
- C. Risk management
- D. Communications management

在收到项目管理办公室（PMO）规定工作包必须由一家预先批准的海外单位执行后，项目经理更新了风险登记册，为了减轻本地和海外团队之间沟通不畅的风险，项目经理任命一名海外协调员作为单一联络点。

应该更新哪项计划来描述两个团队之间的互动？

- A. 项目管理计划
- B. 相关方参与计划
- C. 风险管理计划
- D. 沟通管理计划

153. An organization is awarded a large construction project. The project team is

implementing an approach to continuously optimize execution efficiency.

What approach should the project team use a basis for improvement?

- A. Total quality management (TQM)
- B. Plan-do-check-act (PDCA) cycle
- C. Six Sigma AUP Ho
- D. Lean Six Sigma

一家组织中标一个大型施工项目。项目团队正在实施一种不断优化执行效率的方法。

项目团队应该使用什么方法作为改进基础?

- A. 全面质量管理 (TQM)
- B. 计划—实施—检查—行动 (PDCA) 循环
- C. 六西格玛
- D. 精益六西格玛

154. A planned increase in raw material costs for a specific procurement item failed to occur.

What should the project manager do first?

- A. Inform the sponsor
- B. Perform a reserve analysis
- C. Conduct the Perform Integrated Change Control process
- D. Research the reasons for the deviation?

某个特定采购商品的原料成本预计增加未发生，项目经理首先应该怎么做?

- A. 通知发起人
- B. 执行储备分析
- C. 执行实施整体变更控制过程
- D. 研究偏差的原因

155. At a projects ending phase, the project manager and a vendor are confiscate about whether the work delivered meets requirements. What should the project manager reference to resolve this?

- A. Project Charter
- B. Request for proposal (RFP)
- C. Statement of work
- D. Work breakdown structure (WBS)

在一个项目的结束阶段，项目经理和供应商对所交付的工作是否符合要求存在冲突。若

要解决这个问题，项目经理应该查阅哪一份文件？

- A. 项目章程
- B. 建议邀请书（RFP）
- C. 工作说明书（SOW）
- D. 工作分解结构（WBS）

156. A project has been underway for the last six months. While discussing its status with two out of the five team leads, the project manager notices an information gap.

What plan should the project manager reference to solve this?

- A. Stakeholder engagement
- B. Communications management
- C. Resource management
- D. Risk management

一个项目已经执行六个月了，在与五名团队负责人中的两名讨论项目状态时，项目经理注意到一个信息差。

若要解决这个问题，项目经理应该查询哪一份计划？

- A. 相关方参与计划
- B. 沟通管理计划
- C. 资源管理计划
- D. 风险管理计划

157. During a project milestone review, a project manager discusses lessons learned from the previous phase with the project team. Since there were many technical difficulties and conflicts, the team asks the project manager to defer the learned discussion until after all project milestones are completed.

What should the project manager do?

- A. Create an atmosphere of trust where individual can discuss lessons learned and share knowledge
- B. Remove lessons learned since the project is in jeopardy of being behind schedule
- C. Add lessons learned to the issue log
- D. Capture lessons learned independently

在项目经理里程碑评审期间，项目经理与项目团队讨论从上一阶段获得的经验教训，由于存在许多技术难题和冲突，项目团队要求项目经理将经验教训讨论会推迟到所有项目里程碑都完成之后。

项目经理应该怎么做？

- A. 营造一种信任氛围，让个人可以讨论经验教训并分享知识。
- B. 由于该项目正处于落后于进度的危险之中，因此取消经验教训讨论会。
- C. 在问题日志中添加经验教训。
- D. 独立收集经验教训。

158. A project sponsor has provided project objectives, and the project manager is working to appropriately determine what should be included in the project charter.

On what should the project manager focus?

- A. High-level requirements
- B. Requirements documentation
- C. Requirements traceability matrix
- D. Project scope statement

项目发起人已经提供了项目目标，项目经理正在努力合理确定项目章程中应包含哪些内容。项目经理应该关注什么方面？

- A. 高层级需求
- B. 需求文件
- C. 需求跟踪矩阵
- D. 项目范围说明书

159. A project manager has completed the review and approval processes for a project's key deliverables. The project manager now needs to prepare a report on product quality and project performance for key stakeholders.

What should the project manager use to prepare this?

- A. Quality metrics and project deliverables
- B. Quality inspection reports and the lessons learned repository
- C. Quality control measurements and work performance information
- D. Data analysis and performance data

项目经理已经完成一个项目主要可交付成果的批准流程，项目经理现在需要为关键干系人编写产品质量和项目绩效的相关报告。

项目经理应该使用什么来编写这份报告？

- A. 质量测量指标和项目可交付成果
- B. 质量检查报告和教训知识库

C. 质量控制测量结果和工作绩效信息

D. 数据分析和工作绩效数据

160. A system launched successfully and has been running smoothly for more than two weeks. The project manager requests formal acceptance from stakeholder, but one stakeholder wants to make a slight change they believe will be easy to implement.

What should the project manager do to gain formal acceptance of the change?

A. Escalate the change to the project sponsor for acceptance.

B. Update the change log, and begin implementation.

C. Maintain the agreed-upon acceptance criteria, and request stakeholder approval.

D. Meet with the team to evaluate the request.

一个系统成功发布并且已平稳运行超过两周时间，项目经理要求相关方正式验收，但是一个利益相关方希望做出他们认为易于实施的轻微变更。

项目经理应该如何才能获得该变更的正式验收？

A. 将该变更升级上报给项目发起人进行验收。

B. 更新变更日志，并开始实施。

C. 保持约定的验收标准，并请求相关方批准。

D. 与团队开会评估该请求。

161. During a project schedule validation meeting, the project sponsor requests that an important software feature be delivered one month earlier than planned. The project manager suggests task tracking the schedule.

Which solution corresponds with the project manager's suggestion?

A. Postponing documentation activities

B. Adding resources to testing and documentation activities

C. Reducing the durations of testing and documentation

D. Overtopping the testing and documentation phases

在项目进度计划确认会议上，项目发起人要求比原计划提前一个月交付一项重要的软件功能，项目经理建议快速加快跟进进度。哪一个解决方案与项目经理的建议相对应？

A. 推迟文档活动

B. 为测试和文档活动增加资源

C. 减少测试和文档活动的持续时间

D. 测试和文档阶段并行

162. A designer for an engineering consulting company has completed the design and releases it for production. During the deliverable verification process, it is discovered that the design standard was changed, and that the produced deliverable fails to comply with it.

What planning process should the project manager have implemented to avoid this issue?

- A. Project Integration Management
- B. Control Quality
- C. Plan Scope Management
- D. Plan Quality Management

一家工程咨询公司的设计师已完成设计开发并发布设计用于生产。在核实可交付成果过程中，发现设计标准发生了变化，已生产的可交付成果不符合新标准。

若要避免这个问题，项目经理应该事先实施哪个规划过程？

- A. 项目整合管理
- B. 控制质量
- C. 规划范围管理
- D. 规划质量管理

163. A marketing team is responsible for all of an organization's outside communications. This team will soon be communicating the launch date of new products to customers. Meanwhile the technology team makes changes to the launch activity without informing the marketing team.

To ensure effective communications, what should the project manager do?

- A. Remind the teams that all changes must follow the communications management plan.
- B. Inform the technology lead to follow change management procedures.
- C. Encourage both teams to discuss communication issues during project team meetings.
- D. Organize communication training for the both teams.

一个营销团队负责一家组织的所有外部沟通，该团队很快将向客户沟通新产品的发布日期。同时，技术团队在没有通知营销团队的情况下对发布活动进行变更。

若要确保有效沟通，项目经理应该怎么做？

- A. 提醒团队所有变更都必须遵循沟通管理计划。
- B. 通知技术主管遵循变更管理程序。
- C. 鼓励两个团队在项目团队会议期间讨论沟通问题。
- D. 为两个团队组织沟通培训。

164. While developing software for a company, a provider receives several new customer

requests that incorporated into the system. The software is delivered on time but is rejected because a senior manager believes it does not align with the requirements.

What should the provider's project manager have done to avoid this?

- A. Reviewed the requirements traceability matrix?
- B. Requested the involvement of their senior management to discuss the requirements with the customer's senior management.
- C. Conducted the Perform Integrated Change Control process and updated the project documents and baseline.
- D. Validated the project scope.

在为一家公司开发软件时，供应商收到几个新的客户请求，这些请求都包含在系统中，软件按时交付，但因为高级管理人员认为软件不符合要求而拒收该软件。

若要避免这个问题，供应商的项目经理应该事先做什么？

- A. 审查需求跟踪矩阵。
- B. 请求高级管理层参与客户高级管理层一起讨论需求。
- C. 执行实施整体变更控制过程，并更新项目文件和基准。
- D. 核实项目范围。

165. After determining the thresholds for high, moderate, and low risks, what should the project manager use to view the risk's likelihood occurrence?

- A. Histogram
- B. Control chart
- C. Probability distribution
- D. Probability and impact matrix

在确定高风险、中风险和低风险的临界值后，项目经理应该使用什么来查看风险发生的可能性？

- A. 直方图
- B. 控制图
- C. 概率分布
- D. 概率和影响矩阵

166. A project sponsor and a risk department manager are concerned about risk-response implementation for a high-profile project. The sponsor asks the project manager to work with the risk department manager to determine the effectiveness of the risk management process.

Who is responsible for ensuring that risk audits are performed appropriately?

- A. Project sponsor
- B. Manager of risk department
- C. Project team members
- D. Project manager

项目发起人和风险部门经理担心一个高端项目的风险应对措施，发起人要求项目经理与风险部门经理合作，以确定风险管理过程的有效性。

谁应该负责确保风险审计得到适当执行？

- A. 项目发起人
- B. 风险部门经理
- C. 项目团队成员
- D. 项目经理

167. A lengthy construction project encountered some issues during the procurement process, which continue to occur. During an investigation, some team members want to know when they should capture lessons learned.

How should the project manager respond?

- A. During and shortly after, the project's life cycle.
- B. At the end of the project.
- C. At the end of the project phase.
- D. At each learning level.

一个漫长的施工项目在采购过程中遇到了一些问题，这些问题还在继续发生。在调查过程中，一些团队成员希望知道他们应该在何时收集经验教训。

项目经理应该如何答复？

- A. 在项目生命周期期间和之后不久
- B. 在项目收尾时
- C. 在项目阶段收尾期间
- D. 在每个学习关口

168. During a milestone review meeting, a stakeholder complains that they do not understand the project status reports, The stakeholder believes that these reports do not contain information relevant to their department.

What should the project manager do to address this?

- A. Meet with the stakeholder to determine their reporting needs.
- B. Arrange a regulating meeting with this stakeholder to avoid future complaints.
- C. Update the communications management plan to address the stakeholder's concerns.
- D. Revise the risk management plan to mitigate similar situations in the future.

在一个里程碑评审会议上，一位相关方抱怨他们不了解项目状态报告，相关方认为这些报告不包含与其部门相关的信息。

若要解决这种情况，项目经理应该怎么做？

- A. 与相关方开会以确定他们的报告需求。
- B. 与该相关方安排定期会议，以避免未来的抱怨。
- C. 更新沟通管理计划，以解决相关方担忧的问题。
- D. 修订风险管理计划以减轻未来的类似情况。

169. A company is merging with another company, and some employees have already been asked to leave. A project team, working on delivering critical projects for all key company products, is unmotivated because members feel they may be asked to leave next.

What should the project manager do to motivate the team to stay focused on the project during the merger?

- A. Use leadership skills.
- B. Improve communications.
- C. Engage stakeholder more often.
- D. Apply best practices.

一家公司正在与另一家公司合并，一些员工被要求离开公司。一个项目团队正在效力于为公司的所有关键产品交付关键项目，但因为成员认为他们可能会是下一个被要求离开的人而感到没有动力。

项目经理应该如何激励团队，让团队在公司合并期间继续专注于项目？

- A. 使用领导力技能。
- B. 改善沟通。
- C. 让相关方更频繁地参与。
- D. 应用最佳实践。

170. A project team member decides that engaging the customer on some alternative designs is unnecessary if all functionalities are delivered. The entire team decides to only engage the technical department on the best product design. After user acceptance testing, the customer complains about the selected design.

To ensure that the customer accepts the project deliverables, what should the project manager do?

- A. Communicate to the customer that the project design is determined by the technical team.
- B. Ask the customer to accept the project deliverables, as they meet all agreed-upon functional requirements.
- C. Ensure that both the customer and technical team collaboratively select the new product design.
- D. Update the issues log with the design issue and continue with project execution.

一位项目团队成员决定，如果所有功能都已经交付，那么让客户参与一些替代设计是不必要的，整个团队决定只让技术部门参与进行最好的产品设计。用户验收测试后，客户对所选的设计有所抱怨。为了确保客户接受项目可交付成果，项目经理应该做什么？

- A. 与客户沟通产品设计是由技术团队决定的。
- B. 要求客户接受项目可交付成果，因为它们符合所有约定的功能要求。
- C. 确保客户和技术团队协作选择新产品设计。
- D. 将设计问题更新到问题日志中并继续执行项目。

171. A project manager is working on a five-year, US\$200 million project. Procedural document management is listed as the sponsor's main requirement, prioritized even above the design itself. After identifying key deliverables in the form of documented designs, the project manager contracts a document controller.

In this case, what plan is the key component of the project manager's risk management plan?

- A. Requirements management
- B. Cost management
- C. Resource management
- D. Quality management

项目经理正在管理一个为期五年、价值2亿美元的项目，程序文件管理被列为项目发起人的主要需求，优先级甚至超过了设计本身。在以文件化设计的形式确定关键可交付成果后，项目经理与文件管理员签订合同。

在这种情况下，项目经理风险管理计划的关键组成部分是哪份计划？

- A. 需求管理计划
- B. 成本管理计划
- C. 资源管理计划
- D. 质量管理计划

172. A project manager is managing a project to build a telecommunications tower. The project requires a crane, but the crane previously booked for this project receives a last-minute reassignment to a higher-priority government project.

What should the project manager do first?

- A. Add this to the issue log.
- B. Escalate the situation to stakeholder.
- C. Prepare resolutions for this situation.
- D. Review the service agreement with the vendor.

项目经理正在管理一个建造电讯塔的项目。该项目需要一台起重机，但之前为该项目预订的起重机在最后一分钟被重新分配给较高优先级的政府项目。

项目经理首先应该怎么做？

- A. 将该问题添加进问题日志中。
- B. 将这种情况升级上报给相关方。
- C. 为这种情况准备解决方案。
- D. 与供应商一起审查服务协议。

173. A new project manager joins a project in progress. The project manager is unclear about what environmental factors may impact effective information reporting to key stakeholders.

What should the project manager reference to understand these impacts?

- A. Communications management plan
- B. Stakeholder engagement plan
- C. Procurement management plan
- D. Risk management plan

一名新项目经理加入一个正在执行中的项目。该项目经理不清楚哪些环境因素可能影响向关键干系人进行有效的信息报告。

项目经理应该查阅下列哪份文件来了解这些影响？

- A. 沟通管理计划
- B. 相关方参与计划
- C. 采购管理计划
- D. 风险管理计划

174. A project consists of five tasks.

-Task A will take five days to complete and can begin immediately.

-Task B will take four days to complete, but can begin only after task A has finished.

-Task C will take three days to complete, and is independent of any other tasks before it can begin.

-Task D will take seven days to complete, but can begin only after task C is finished.

-Task E will take five days to complete, but can begin only after both tasks B and D have finished.

What is the project's critical path?

- A. A-B-E
- B. C-D-E
- C. A-B-D-E
- D. C-B-D-E

一个项目由五个任务组成。

—任务A将需要五天时间才能完成，且可以立即开始。

—任务B将需要四天才能完成，但只能在任务A完成后才能开始。

—任务C将需要三天才能完成，并且在开始之前独立于任何其他任务。

—任务D将需要七天才能完成，但只能在任务C完成后才能开始。

—任务E将需要五天才能完成，但只能在任务B和D完成后才能开始。

项目的关键路径是什么？

- B. A-B-E
- B. C-D-E
- C. A-B-D-E
- D. C-B-D-E

175. A project has five main sponsors, three of whom often challenge the project manager on the project's status. What should the project manager do to ensure continuous support from all sponsors?

- A. Document this in the issue log.
- B. Escalate the issue to the project management office (PMO) director.
- C. Meet with the sponsors to understand their expectations.
- D. Meet with the team to set expectations.

一个项目有五名主要发起人，其中三名常常向项目经理质疑项目的状态。项目经理应如何确保获取所有发起人的持续支持？

- A. 将该问题记录在问题日志中。
- B. 将该问题上报给项目管理办公室（PMO）主管。

C. 与发起人开会，以了解他们的期望。

D. 与团队开会，以设定期望。

176. In the early stage of a system upgrade project, two key stakeholders are replaced by people new to the company, causing project delays. What should the project manager do first?

A. Update the stakeholder register.

B. Share the project schedule with the new stakeholders.

C. Review the project charter with the new stakeholders.

D. Train the new stakeholders on the system.

在一个系统升级项目的早期阶段，两位关键相关方由新加入公司的人员所取代，导致项目延期。项目经理首先应该怎么做？

A. 更新相关方登记册。

B. 与新相关方分享项目进度计划。

C. 与新相关方审查项目章程。

D. 为新相关方提供系统相关培训

177. As a project nears completion, the sponsor asks the contractor to change the installed lighting to comply with a new standard. What should the contractor do?

A. Review the work and submit a report showing that work is already complete.

B. Request a schedule extension and submit a change request to complete the work.

C. Examine the new regulation with the sponsor and then submit a change request.

D. Evaluate the cost and schedule impact and then submit a change request to the project manager.

在一个项目接近完工时，发起人要求承包商改变已安装的照明以符合新标准。承包商应该怎么做？

A. 审查工作并提交一份显示工作已完成的报告。

B. 请求延长工期并提交变更请求以完成工作。

C. 与发起人一起检查新规定，然后提交变更请求。

D. 评估成本和进度影响，然后向项目经理提交变更请求。

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

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

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

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

179. A project manager joins a project in an industry with which they have limited experience. Throughout the project's life cycle, the project manager meticulously documents each gap, problem, and inconsistency. However, production issues remain unresolved, regardless of the project manager's efforts to record and track them, which puts project delivery at risk.

What should the project manager have done to resolve these issues?

- A. Aligned the scope baseline and project schedule to the customer's needs
- B. Used subject matter experts (SMEs) to provide suitable response actions
- C. Reviewed stakeholder requirements to match the acceptance criteria
- D. Examined the requirements traceability matrix to ensure that it linked to the deliverables.

项目经理加入一个项目，但项目经理在该项目所涉及的行业经验有限，在该项目的整个生命周期中，项目经理精心记录每个差距、问题和不一致性。但是，无论项目经理如何记录和跟踪生产问题，生产问题都没有得到解决，这使项目交付面临风险。

若要解决这些问题，项目经理事先应该做什么？

- A. 调整范围基准和项目进度计划与客户需求保持一致
- B. 使用主题专家（SMEs）提供适合的应对行动
- C. 审查相关方的需求与验收标准相匹配
- D. 检查需求跟踪矩阵，以确保它与可交付成果相联系

180. A new project has high uncertainly in the cost required for completion. What approach should the project manager use to determine the expected costs?

- A. Analogous estimating
- B. Statistical techniques estimating
- C. Parametric estimating
- D. Three-Point estimating

一个新项目完工所需成本的不确定性很高。项目经理应该用什么方法来确定预期成本？

- A. 类比估算
- B. 统计技术估算
- C. 参数估算
- D. 三点估算

181. A project manager expected a vendor to complete testing of each component they produced, and was surprised to discover that no testing was done. To recover, the project team conducts a statistical sampling of the components.

Where should the testing requirements have been recorded?

- A. Procurement management plan
- B. Quality management plan
- C. Contract changes documentation
- D. Requirements management plan

项目经理希望供应商完成他们生产的每个组件的测试，但惊讶地发现没有进行任何测试。为了恢复，项目团队对组件进行统计抽样。

测试要求应记录在哪里？

- A. 采购管理计划
- B. 质量管理计划
- C. 合同变更文档
- D. 需求管理计划

182. A project manager learns that the sponsor has been discussing project progress with a team member. What document should the project manager refer to before solving the issue with the sponsor?

- A. Communications management plan
- B. Stakeholder analysis
- C. Risk management plan
- D. Work performance report

项目经理得知发起人一直在与一位团队成员讨论项目进展情况。在与发起人解决这个问题

题之前，项目经理应该参考哪一份文件？

- A. 沟通管理计划
- B. 相关方分析
- C. 风险管理计划
- D. 工作绩效报告

183. A project manager gathers a geographically distributed team to implement new, mandatory regulatory requirement for an organization. What should the project manager do to gain stakeholder commitment?

- A. Set up the necessary communications infrastructure.
- B. Conduct a project kick off meeting.
- C. Perform a stakeholder analysis.
- D. Co-locate the team.

项目经理集合在地理上分散的团队，为一家组织实施新的强制性监管要求。若要获得该相关方的承诺，项目经理应该怎么做？

- A. 设置必要的沟通基础设施。
- B. 召开项目启动大会。
- C. 执行相关方分析。
- D. 让团队集中办公。

184. During an ongoing, customer-specific product development project, the customer's project manager is changed. The new project manager fails to receive updates about the project's deliverations.

What should the new project manager do?

- A. Update the change log.
- B. Refer to the scope document.
- C. Refer to the stakeholder register.
- D. Update the communications management plan.

在一个正在进行的客户特定产品开发项目中，客户的项目经理发生变化，新项目经理没有收到关于项目可交付成果的更新信息。

新项目经理应该怎么做？

- A. 更新变更日志。
- B. 查阅范围文件。

C. 查阅干系人登记册。

D. 更新沟通管理计划。

185. A project manager is meeting with the steering committee to obtain approval to deploy a developed software solution. After ten minutes of explaining why the solution is ready for deployment, the project manager is told to better prepare and return with more facts.

What should the project manager do to improve their approach?

A. Email the steering committee explaining why the solution is ready for deployment.

B. Ask the project administrator to explain that user acceptance testing was completed then present this to the steering committee.

C. Ask the sponsor to directly obtain approval from the steering committee.

D. Review the communications management plan and present that all deliverables have been developed and are ready for deployment.

项目经理正在与指导委员会开会，以获得批准来部署一个已开发的软件解决方案。在说明为什么解决方案已准备好部署的十分钟之后，项目经理被告知要更好地进行准备并上报更多论证。

项目经理应该做些什么来改进方法？

A. 向指导委员会发送一封电子邮件，解释为什么解决方案已准备好部署。

B. 要求项目管理员解释用户验收测试已完成，然后将其提交给指导委员会。

C. 请发起人直接获得指导委员会的批准。

D. 审查沟通管理计划并提交所有已经开发的可交付成果并准备好部署。

186. A project manager learns that the project's imported equipment has not been released by customs due to an ongoing strike. What should the project manager do first?

A. Perform a qualitative risk analysis.

B. Perform a quantitative risk analysis.

C. Review the risk impact with the team.

D. Implement the risk response plan.

一位项目经理得知，由于持续的罢工，该项目的进口设备尚未被海关放行。项目经理首先应该怎么做？

A. 执行定性风险分析。

B. 执行定量风险分析。

C. 与团队一起审查风险影响。

D. 实施风险应对计划。

187. An incident occurs involving inappropriate behavior by a team member at a customer location. The project manager, team member, and customer's human resource manager meet to discuss the incident. The team member apologizes and states that they will not behave in that way again.

What should the project manager do next?

- A. Remind project team members of appropriate behavior at customer location.
- B. Report the incident to the team member's human resource department and functional manager.
- C. Apply corrective action, and document the action in the project records.
- D. Replace the team member with another resource.

一位团队成员在客户所在地发生涉及不当行为的事件。项目经理、该团队成员和客户的人力资源经理一起开会讨论该事件。项目经理、团队成员和客户的人力资源经理会聚在一起讨论这一事件。该团队成员道歉并表示再也不会发生同样的行为。

项目经理下一步应该怎么做？

- A. 提醒项目团队成员在客户所在地应采取适当的行为。
- B. 将该事件报告给该团队成员的人力资源部门和职能经理。
- C. 应用纠正措施，并在项目记录中记录行动措施。
- D. 使用另一名资源替换该团队成员。

188. A project manager is managing an automation project designed to reduce defective and damaged products. Three weeks after the implementation of the new automated production line, the added defects in the final product have exceeded the target level.

What tools or techniques can the project manager use to identify what is causing this increase?

- A. Control chart
- B. Scatter diagram
- C. Ishikawa diagram
- D. Process analysis

项目经理正在管理一个旨在减少有缺陷和受损产品的自动化项目。实施新的自动化生产线三周后，最终产品中增加的缺陷已超过目标水平。

若要确定导致缺陷增加的原因，项目经理可以使用什么工具或技术？

- A. 控制图

B. 散点图

C. 石川图

D. 过程分析

189. A vendor notifies a project manager of a potential delay in the delivery of a module. What should the project manager do?

A. Immediately notify the stakeholders.

B. Modify the project management plan by adding additional days and record their impact on project time.

C. Review the risk management plan to assess the risk and then notify the relevant parties.

D. Complete the assessment of the impact of the project and update the project management plan.

供应商通知项目经理可能延迟交付一个模块。项目经理应该怎么做？

A. 立即通知相关方。

B. 通过增加额外的天数来修改项目管理计划，并记录它们对项目时间的影响。

C. 审查风险管理计划以评估风险，然后通知相关方。

D. 完成对项目影响的评估，并更新项目管理计划。

190. A project team conducts acceptance testing of equipment against the performance specifications. Once testing is complete, documentation confirms client acceptance of the equipment.

What process should the project manager now perform?

A. Close Project or phase

B. Control Quality

C. Control Procurement

D. Monitor and Control Project Work

项目团队根据客户的性能规格进行设备验收测试，一旦测试完成，文件确认客户已验收设备。

项目经理现在应该执行哪一个过程？

A. 项目或阶段收尾

B. 控制质量

C. 控制采购

D. 监控项目工作

191. An approved project change will require dedicated resources from an IT department. The resource's manager is unavailable to provide approval, but the resource is needed immediately to ensure that the project stays on schedule.

What should the project manager do?

- A. Assign the new work to existing team members.
- B. Seek guidance from the project sponsor.
- C. Tell the resource to start working and get approval when the manager is available.
- D. Refer to the change management plan.

一项批准的项目变更将需要一名IT部门的专用资源。该资源的经理没有空提供批准，但马上需要该资源以确保项目保持进度。

项目经理应该怎么做？

- A. 将新工作分配给现有团队成员。
- B. 寻求项目发起人的指导。
- C. 告诉该资源开始工作，并在经理有空时获得批准。
- D. 查阅变更管理计划。

192. A project to develop a new retail banking product is in progress. The project has fallen behind schedule because team members do to motivate the project team.

What should the project manager motivate the project team?

- A. Offer recognition and rewards
- B. Use coaching and coaching skills
- C. Delegate the responsibilities
- D. Apply creative problem solving.

开发一款银行零售业务新产品的项目正在进行中，由于团队成员缺乏激励，该项目落后于进度。

项目经理应该如何激励项目团队？

- A. 提供认可与奖励
- B. 使用教练和指导技能
- C. 委托职责
- D. 应用创造性的问题解决方法

193. To ensure quality standards are met, a project manager hires an external resources to inspect the quality of deliverables. The cost for this inspection can be classified under what cost category?

- A. Prevention
- B. Appraisal
- C. External
- D. Failure

为了确保满足质量标准，项目经理聘请外部资源来检查可交付成果的质量。这种检查的成本可以分为哪些成本类别？

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

194. A new project is kicked off, and resources are acquired from many different departments. There are limited, shared resources who are concerned about what their roles will be. What should the project manager have these shared resources reference?

- A. Responsibility assignment matrix (RAM)
- B. Responsible, accountable, consult, and inform (RACI) chart
- C. Resource decomposition structure (RBS)
- D. Organizational decomposition structure (OBS)

一个新项目已启动，资源来自许多不同部门。有一些有限的共享资源担心他们的角色是什么。

项目经理应该让这些共享资源参考下列哪一项？

- A. 责任分配矩阵 (RAM)
- B. 执行、负责、咨询和知情 (RACI) 矩阵
- C. 资源分解结构 (RBS)
- D. 组织分解结构 (OBS)

195. A company was acquired by a big company that wanted to focus on its core products and services. The projects in the planning phase are being revised to include the new change management process. The project manager of a project needs continuous high-level input to ensure consistency with the new organizational structure.

What should the project manager do to ensure that project changes are managed effectively?

- A. Reopen the requirements, expand the project to include the new change management process, and designate a team member to take full responsibility for change management.

- B. Determine which change controls apply to the project, implement only those relevant and valuable change controls, and escalate the changes to management when necessary.
- C. Ignore the new change management process and notify the new management that the project requirements have been completed and cannot be changed.
- D. Implement new change controls and form a Change Control Board (CCB) to track and monitor changes and resolve issues and escalate issues in a timely manner.

一家公司被一家大公司收购，这家大公司希望把重点放在其核心产品和服务上。处于规划阶段的所有项目都正在进行修定，以包含新的变更管理程序。一个项目的项目经理需要持续的高级别投入，以确保与新的组织结构保持一致。若要确保项目变更得到有效管理，项目经理应该怎么做？

- A. 重新开放需求，扩展项目以包含新的变更管理程序，并指定一名团队成员全权负责变更管理。
- B. 确定哪些变更控制适用于该项目，只实施那些相关且有价值的变更控制，并在必要时将变更升级上报给管理层。
- C. 忽略新的变更管理过程，并通知新的管理层，项目需求已经完成并且无法进行变更。
- D. 实施新的变更控制并形成变更控制委员会（CCB），以跟踪和监控变更，并及时解决问题和升级上报问题。

196. At the end of a project kick-off meeting, the project manager restates the project scope and asks for comments from key stakeholders and executives. What objective is the project manager trying to accomplish?

- A. Record information for the requirements log.
- B. Setting team members' expectations about project deliverables
- C. Obtaining formal commitment from stakeholders
- D. Creating the project's scope baseline

在项目启动大会结束时，项目经理陈述项目范围并让关键相关方和高管提出意见，项目经理正在尝试完成什么目标？

- A. 记录需求日志的信息
- B. 设定团队成员对项目可交付成果的期望
- C. 获得相关方的正式承诺
- D. 创建项目的范围基准

197. A project to implement tax-related changes in the organization of an enterprise resource

planning (ERP) system is underway. During the acceptance test, the Finance team users were concerned that the invoice was not digitally signed and the head of the Finance Group insisted that this situation must be resolved. However, implementation partners believe that this requirement is not included in the Statement of Work (SOW).

What should the project manager do?

- A. Complete the project according to the SOW requirements.
- B. Ask the implementation partners to include the digital signature requirement at no additional cost.
- C. Review the statement of work with the relevant parties and request a change if appropriate.
- D. Ask the head of the finance team why the requirements were not communicated during project planning.

在组织企业资源规划 (ERP) 系统中实施税务相关变更的一个项目正在进行中。在验收测试期间, 财务组用户担心发票没有数字签名, 财务组的主管坚持认为这种情况必须得到解决。但是, 实施合作伙伴认为, 这一需求未包含在工作说明书 (SOW) 中。

项目经理应该怎么做?

- A. 根据工作说明书的需求完成项目。
- B. 要求实施合作伙伴在不增加成本的情况下包含数字签名需求。
- C. 与相关方一起审查工作说明书, 并在适当的情况下提出变更请求。
- D. 询问财务组的主管为什么没有在项目规划期间沟通这项需求。

198. A project manager is leading a multinational project for a customer to replace its telecommunications infrastructure with the latest technology. The project manager learns that, in some countries, specific environmental regulations must be followed to dispose of the replaced hardware. In the development of business arguments, these rules have not been considered.

What should the project manager do?

- A. Update the business case to include the cost of the hardware disposal.
- B. Recommend to the sponsor incorporate the cost of complying with this provision into the business case.
- C. Propose an implementation strategy that includes compliance with environmental regulations.
- D. Identify key deliverables based on business needs to manage customer expectations and comply with this requirement.

项目经理正在为客户管理一个跨国项目，拟采用最新技术替换其电信基础设施。项目经理得知，在某些国家，必须遵循特定的环境规定来处置被替换的硬件。在制定商业论证时，未考虑到这些规定，项目经理应该怎么做？

- A. 更新商业论证以包含硬件处置成本。
- B. 建议发起人将遵守这项规定的成本纳入商业论证。
- C. 提出一个包含遵守环境法规成本的实施策略。
- D. 根据业务需求识别主要可交付成果，以管理客户期望并遵守该规定。

199. After a functional team delivers the product, the project manager uses statistical sampling and inspection to determine if the product performs as expected. What is the output of this process?

- A. Project scope statement
- B. Quality metrics
- C. Verified deliverables
- C. Quality audit report

在职能团队交付产品后，项目经理使用统计抽样和检查来确定产品是否达到预期需求。这个过程的输出是什么？

- A. 项目范围说明书
- B. 质量测量指标
- C. 核实的可交付成果
- D. 质量审计报告

200. The project sponsor informs a project manager that even though a completed project was on schedule, within budget, and met scope requirements, the customer is dissatisfied with the final product. What should the project manager have done to avoid this?

- A. Scheduled more meetings while developing a quality management plan.
- B. Ensure that deliverables meet the requirements listed in the quality control measurements.
- C. Implement the Ishikawa diagram tool.
- D. Complete the requirements tracking matrix.

项目发起人通知项目经理，即使已完成的项目符合进度计划，在预算范围内并满足范围需求，但客户对最终产品感到不满意。若要避免这种情况，项目经理应该事先做什么？

- A. 在制定质量管理计划的同时安排更多的会议。
- B. 确保可交付成果符合质量控制测量结果中列出的要求。

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- C. 实施石川图工具。
 - D. 完成需求跟踪矩阵。

