



清晖PMP复习测试题五

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K（key）迅速抓住考点
S（source）准确找到出处
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1. A company wants to ensure that project failures are addressed in project documentation. Where should the project manager include them?

- A. Project management plan
- B. Risk management plan
- C. Change management plan
- D. Communications management plan

公司希望确保项目失败应记录在项目文档中，项目经理应将其包含在哪一份文件中？

- A. 项目管理计划
- B. 风险评估计划
- C. 变更管理计划
- D. 沟通交流计划

2. A new stakeholder for an ongoing project is creating confusion during project meeting. What should the project management do?

- A. Determine the impact and, manage expectations.
- B. Update the project management plan.
- C. Request a change control to resolve the issue.
- D. Ask the project sponsor to resolve the issue.

一个正在进行中的项目的新干系人在项目会议期间混乱，项目经理应做什么？

- A. 确定影响并管理期望
- B. 更新项目管理计划
- C. 请求召开变更控制委员会（CCB）会议
- D. 请求项目管理人解决该问题

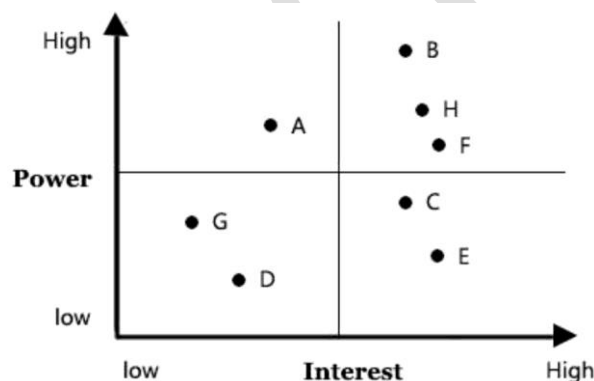
3. A project manager is implementing a company-wide IT system. The system is expected to have a major impact on the organization and many of its stakeholders. What should be used to collect the requirements?

- A. Questionnaires and surveys
- B. Communication methods
- C. Prototypes
- D. Observations

项目经理正在实施一个公司范围的 IT 系统，该系统预期将对组织和其许多干系人产生重大影响，应该使用下列哪一项来收集需求？

- A. 问卷调查
- B. 沟通方法
- C. 原型
- D. 观察

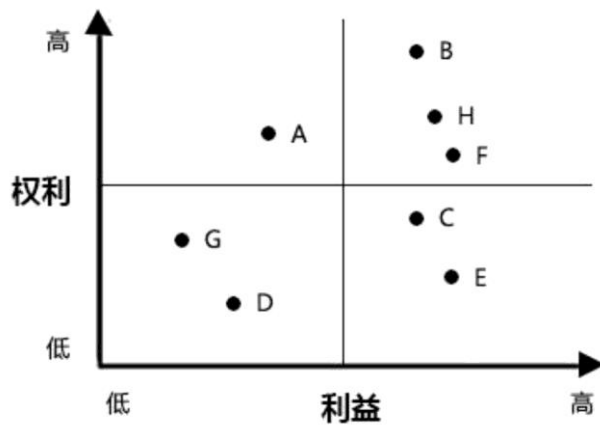
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A project manager develops a stakeholder power/interest grid. What level of engagement should stakeholder A receive?

- A. Infrequent project updates
- B. Executive high-level project reports

- C. Regular face-to-face meetings
- D. Weekly detailed status reports



项目经理制定了一个干系人权利/利益方格。干系人 A 应该接受什么级别的参与度？

- A. 偶尔项目更新
- B. 执行高层次项目报告
- C. 定期面对面会议
- D. 每周详细状态报告

5. A project team encounters several anticipated risks that cause a schedule delay. What should the team do to minimize further delays from other anticipated risks?

- A. Performed risk reassessment and periodic audits.
- B. Conduct a variance and trend analysis
- C. Update the project schedule, and incorporate contingency time
- D. Update the risk breakdown structure (RBS)

项目团队遇到导致进度延期的多个预期风险。团队应该怎么做来尽可能降低其他预期风险造成的进一步延期？

- A. 执行风险再评估和定期审计
- B. 执行偏差和趋势分析
- C. 更新项目进度计划并包含应急时间
- D. 更新风险分解结构（RBS）

6. A company CEO informs the project manager that the customer complained about the denial of their request for an early product release. The customer is concerned that the product will now be unmarketable, and implied that they may not use this company for future projects. What should the project manager do?

- A. Immediately call the customer, explain why the request was denied, and agree on the early release.
- B. Provide all necessary information about the impact of the request and the reason for making that decision.
- C. Create a change request, update the project schedule, and inform the customer and project stakeholders.
- D. Make the suggested schedule change and notify the project stakeholders.

一家公司的 CEO 通知项目经理，客户抱怨说他们的提前发布产品请求被拒绝了。客户担心产品现在将会滞销，并暗示在未来的项目中可能不会使用这家公司了。项目经理应该怎么做？

- A. 立即联系客户，说明为什么拒绝请求，并同意提前发布。
- B. 提供有关该请求影响的所有必要信息，以及做出该决定的理由。
- C. 创建变更请求，更新项目进度计划并通知客户和项目干系人。

D. 更改建议的进度计划并通知项目干系人。

7. A team member in a matrix-based organization stops attending team meeting and fails to respond to status update requests from the project manager. What should the project manager do?

- A. Speak with the team member's functional manager.
- B. Request the information from another team member.
- C. Request a new team member
- D. Continue to request a response from the team member.

一个矩阵组织中一名团队成员停止参加团体会议，并且不回应项目经理的状态更新请求。项目经理应该做什么？

- A. 与该团队的职能经理谈话
- B. 请求另名团队成员提供信息
- C. 请求一名新团队成员
- D. 继续请求该团队成员回应

8. To determine project costs, a project manager uses the actual cost (AC) from a past similar project. What estimating technique is the project manager using?

- A. Parametric
- B. Analogous
- C. Bottom-up
- D. Three-point

为了完成项目成本，项目经理利用一个过往类似项目的实际成本（AC）。项目经理使用的是哪一种估算技术？

- A. 参数估算
- B. 类比估算
- C. 自下而上估算
- D. 三点估算法

9. Prior to the construction of a bridge, a project manager invites technical experts, stakeholders and utilities companies to map possible events. What activity is the project manager performing?

- A. Brainstorming
- B. Variance analysis
- C. Qualitative analysis
- D. Managing communications

在建造桥梁之前，项目经理邀请技术专家，干系人以及公共事业公司来确定可能发生的事件。项目经理执行哪项活动？

- A. 头脑风暴
- B. 偏差分析
- C. 定性风险分析
- D. 管理沟通

10. During a status meeting, the project manager realizes that the team members are not openly expressing ideas. What should the project manager do to resolve this?

- A. Escalate it to the project sponsor
- B. Conduct a team-building activity
- C. Enforce the communication management plan
- D. Ask the human resources department to replace the team

在状态会议上，项目经理发现团队成员没有坦率地表达观点。若要解决这个问题，项目就可以该怎么做？

- A. 将问题上报给项目发起人
- B. 开展一次团队建设活动
- C. 执行沟通管理计划
- D. 让人力资源部门替换团队

11. A project manager is assigned to a project to develop a new product. Following the retirement of a team member, a new member joins the team and advocates the use of new technology. What should the project manager do to gain team member alignment?

- A. Hold daily meeting
- B. Conduct a meeting to gain consensus on the technology to be used
- C. Meet with new team members to suggest that their idea be used in another project
- D. Ask the new team members to be less disruptive to the project.

项目经理被任命管理一个开发新产品的项目。在一名团队成员退休后，一名新成员加入团队，并提倡使用新技术。项目经理应该怎么做来获得团队成员的一致同意？

- A. 召开每日会议
- B. 召开一次会议，获得对即将使用技术的一致同意
- C. 与新团队成员开会，建议在另一个项目中使用其意见
- D. 要求新团队成员减少对项目的破坏性

12. To meet the needs of a client's time difference, two project teams are hired at different global locations. The team members have mutually agreed on the project's status meeting schedules. And what Tuckman ladder stage will the team members begin working together?

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

为了满足客户的时间差需求，在全球不同位置聘用了两个项目团队。团队成员共同商定项目的状态会议议程。团队成员将在哪个塔克曼阶梯阶段开始工作？

- A. 形成阶段
- B. 规范阶段
- C. 震荡阶段
- D. 成熟阶段

13. A quality manager discovers a major performance issue. After resolving the issue, what should be done next?

- A. Record the problem in the issue log
- B. Create the lessons learned document
- C. Revise quality checklist
- D. Update performance documentation.

质检经理发现一个重大绩效问题。解决问题之后，下一步应该怎么做？

- A. 将该问题记录在问题日志中
- B. 创建经验教训文件
- C. 修订质量核对表
- D. 更新绩效文档

14. A project manager discovers that the project has exceeded the budget. What should the project manager do to prevent this?

- A. Update the project management plan
- B. Issued change request
- C. Conducted a reserve analysis
- D. Used cost forecasting

项目经理发现自己超出预算。若要防止这个问题，项目经理应该事先做什么？

- A. 更新项目管理计划
- B. 签发变更请求
- C. 执行储备分析
- D. 使用成本预测

15. A new project manager is assigned to a project for which the sponsors

agreed to ambiguous client requirements. What should the project manager do first?

- A. Clarify and update the project charter
 - B. Update and rebaseline the project scope statement
 - C. Request approval to change the schedules
 - D. Analyze the impact of the ambiguities, and update risk register.
- 一名新项目经理被任命管理一个项目，在该项目中，项目发起人同意含糊不清的客户需求。项目经理首先应该做什么？

- A. 澄清并更新项目章程
- B. 更新和重订项目范围说明书的基准
- C. 请求批准变更项目进度计划
- D. 分析含糊不清的影响，并更新风险登记册

16. A project manager suspects that an end user of a new system wants to add a minor feature. Adding the feature will fit well into the schedule and budget. What should the project manager do first?

- A. Validate this assumption with the end user
- B. Check with the project team
- C. Issue a change requests
- D. Speak with the end user's line manager

项目经理怀疑新系统的最终用户希望增加一个小功能。增加功能将能很好地适应进度计划和预算。项目经理应该首先做什么？

- A. 与最终客户核实这个假设
- B. 与项目团队商议
- C. 签发变更请求
- D. 与最终客户的直线经理商谈

17. A new project manager assumes a project after a phase closing. The new project manager suspects that there were delays during the previous phase. What should the project manager review to confirm this?

- A. Lessons learned
- B. Project charter
- C. Schedule performance index (SPI)
- D. work performance reports

一名新项目经理在项目的某个阶段收尾后接管该项目。新项目经理怀疑前一个阶段中存在延期。若要确认这一点，项目经理应审查下列哪一项？

- A. 经验教训
- B. 项目章程
- C. 进度绩效指数（SPI）
- D. 工作绩效报告

18. A company is developing a new drug. Regulatory feedback indicates that a budget increase of 20 percent for additional work is required before the project can move to the next phase. What should the project manager do?

- A. Initiate a change request
- B. Update the risk management plan
- C. Check the current outsourcing contracts
- D. Communicate the situation to the sponsor

公司正在开发新药品，管理层反馈表明在项目可以进入下个阶段之前，还需要为额外工作增加 20% 的预算。项目经理应该怎么做？

- A. 提出变更请求
- B. 更新风险管理计划
- C. 检查当前的外包合同
- D. 与项目发起人沟通该情况

19. Due to several quality issues, a company delays a product release. Which of the following tools should the project manager use to illustrate the frequency and the most common causes of product quality issues?

- A. Histogram
- B. Cause and effect diagram
- C. Control chart
- D. Statistical sampling

由于出现多个质量问题，公司延期发布产品。项目经理应使用下列哪一项工具来说明产品质量问题的发生频率以及最常见的原因？

- A. 直方图
- B. 因果图
- C. 控制图
- D. 统计抽样

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

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

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

- A. 最终确定项目章程
- B. 接受执行项目的项目资金
- C. 获得发起人和干系人的批准
- D. 执行干系人管理策略

21. A project manager is leading a company's global systems project. Due to a recent merger, most of the company's steering committee members have changed. What should the project manager continue with stakeholder management?

- A. Analyze stakeholder engagement activities
- B. Identify stakeholders and their expectations, interests and influence levels
- C. Analyze each stakeholder's impact
- D. Assess how stakeholders are likely to respond to various situations

项目经理正在管理一家公司的全球系统项目。由于近期的合并，公司的大部分指导委员会成员都发生了变动。项目经理应该如何继续进行干系人管理？

- A. 分析干系人参与活动
- B. 识别干系人及其期望、利益和影响力水平
- C. 分析每个干系人的影响
- D. 评估干系人可能如何应对各种不同情况

22. A project team is creating a project schedule. Due to the project's nature, detailed activities have not been defined. What should be used to create the schedule?

- A. Expert judgment
- B. Milestone list
- C. Rolling wave planning
- D. Decomposition

项目团队正在创建一份项目进度计划。由于项目的性质，并未定义详细的活动。应该使用什么来创建进度计划？

- A. 专家判断
- B. 里程碑清单
- C. 滚动式规划
- D. 分解

23. During weekly team meetings, the project manager notices that one team member consistently voices a personal agenda that is misaligned with project scope. The project manager refused to address the disruptive team

member. What conflict resolution method is the project manager using?

- A. Withdraw / avoid
- B. Smooth / accommodate
- C. Compromise / reconcile
- D. Collaborate / problem solve

在每周团队会议期间，项目经理注意到一名团队成员持续不断地表达一个与项目范围不相符的个人议程。项目经理拒绝搭理这名破坏性团队成员。项目经理使用的是哪种冲突解决办法？

- A. 撤销/回避
- B. 缓和/包容
- C. 妥协/调解
- D. 合作/解决问题

24. A project's change management plan states that all changes must be approved by the change control board (CCB). A stakeholder, concerned about a pending deadline, ask the project manager to rush a cost change order via an e-mail to the stakeholder. What should the project manager do?

- A. Ask the CCB to revise the process
- B. Follow the change management plan and risk a project delay
- C. E-mail the stakeholders, then update the change management plan
- D. Document the stakeholders' concern, then discuss it with the project team

项目变更管理计划规定，所有变更均必须由变更控制委员会（CCB）批准，一名干系人对一项未决变更的期限感到担忧，要求项目经理通过向干系人发送电子邮件催促成本变更单。项目经理应该怎么做？

- A. 要求 CCB 修订流程
- B. 遵循变更管理计划，并冒着项目延期的危险
- C. 向干系人发送电子邮件，然后更新变更管理计划
- D. 记录干系人所担心的问题，然后与项目团队一起讨论

25. Two project team members disagree on product design. The marketing manager wants a professional look, but the accounting manager is concerned about the potential cost increase. The project manager engages the research and development team to review the options. What technique did the project manager use?

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

两名项目团队对产品的设计意见不一致，市场营销经理希望外观看起来专业，但会计经理担心可能会增加成本，项目经理让研发团队审查这两种方案。项目经理适用的是下列哪一项技术？

- A. 撤销/回避
- B. 合作/解决问题
- C. 妥协/调解
- D. 强迫/命令

26. A project manager reviews various project documents and creates a list of risks that may impact the project, along with their characteristics. What document will be a result of this process?

- A. Risk register
- B. Risk management plan
- C. Risk breakdown structure (RBS)
- D. Risk impact assessment

项目经理评审了各种项目文件，并创建了一份可能影响项目风险的清单以及其特性，这个过程将产生哪一份文件？

- A. 风险登记册

- B. 风险管理计划
- C. 风险分解结构 (RBS)
- D. 风险影响评估

27. An identified project risk occurs, and the project manager implements the response from the risk management plan. This will add five days to one of the two project paths, neither of which is on the critical path. The path which the response affects has a total float of four days. How many days will the project be delayed?

- A. 0
- B. 1
- C. 4
- D. 5

一个已识别的项目风险发生，项目经理实施了风险管理计划中的应对措施。这将为两个项目路径中的其中一个增加五天时间，但这两个项目路径都不在关键路径上。应对措施所影响到的路径总浮动时间有四天。项目将延迟几天？

- A. 0
- B. 1
- C. 4
- D. 5

28. A large virtual project contains many stakeholders located in various locations who continually ask for updates. What should the project manager use to inform the stakeholders of the project status?

- A. Project dashboard
- B. Communications management plan
- C. Context diagram
- D. Earned value (EV)

一个大型虚拟项目包含位于不同地点的许多干系人，这位干系人不断要求更新信息。项目经理应使用什么来向干系人通知项目状态？

- A. 项目报表
- B. 沟通管理计划
- C. 系统交互
- D. 挣值 (EV)

29. A project manager must shorten a project's timeline with minimal risk by shifting work. What should the project manager do first? A. Crash the schedule

- B. Fast track the schedule
- C. Use the float of the project's activities
- D. Re-arrange and redefine project's activities

项目经理必须在风险最小的情况下通过轮班工作缩短一个项目的时间。项目经理首先应该做什么？

- A. 赶工
- B. 快速跟进进度计划
- C. 利用项目活动的浮动时间
- D. 重新安排和重新定义项目活动

30. A project manager is closing a project that has been accepted by the stakeholders and for which the team feels work is complete. What should the project manager do next?

- A. Document the lessons learned
- B. Ask for stakeholder feedback
- C. Complete the job performance evaluation
- D. Release the team members

项目经理正在收尾一个已经由干系人验收，团队感觉工作已完成的项目。项目经理下一步应该怎么做？

- A. 记录经验教训

- B. 要求干系人反馈
- C. 完成工作绩效评估
- D. 解散团队成员

31. To increase sales, a marketing team wants to introduce a new product feature. A project manager assumes responsibility for developing a project business case. Which tool or technique will help the project manager accomplish this?

- A. Cost aggregation
- B. Benchmarking
- C. Design of experiment
- D. Cost-benefit analysis

为提高销量，市场营销团队希望引入一个新的产品功能，一名项目经理负责制定一份项目商业论证。那一种工具或技术将帮助项目经理完成这项工作？

- A. 成本汇总
- B. 标杆对照
- C. 实验设计
- D. 成本效益分析

32. A new project manager is assigned to a project during its execution phase. After reviewing the status report and the deliverables, the project manager realizes that the project is becoming a case of gold plating. What should the project manager do?

- A. Ensure that all team members have a clear idea of scope baselines
- B. Review and improve the communications management plan
- C. Update the schedule and budget considering to the additional deliverables
- D. Implement the Perform Integrated change control process

一名新项目经理被任命管理一个处于执行阶段的项目。审查状态报告和可交付成果后，项目经理意识到项目已经成为一种镀金情况，项目经理应该怎么做？

- A. 确保所有团队成员对范围基准都具有明确的概念
- B. 审查并改善沟通管理计划
- C. 更新进度计划和预算，考虑额外的可交付成果
- D. 实施整体变更控制过程

33. During a project initiation, project manager A realizes that the project is dependent on and linked to other projects. Project Manager A attempts to change the plans of these other projects. The other project manager feel that project manager A has overstepped boundaries. What documents does project manager A need to revisit?

- A. Scope management plan
- B. Statement of Work (SOW)
- C. Organizational process assets
- D. Project Charter

在项目启动期间，项目经理 A 意识到该项目与其他项目相互依存、息息相关。项目经理 A 尝试更改这些相关的其他项目的计划，但其他项目的项目经理认为项目经理 A 超越界限。项目经理 A 需要重新查阅哪一份文件？

- A. 范围管理计划
- B. 工作说明书 (SOW)
- C. 组织过程资产
- D. 项目章程

34. A stakeholders of a software solution project asks the project manager why a key requirement was not included in the development project. After investigating the problem, the project manager learns that the vendor did not include this requirement in their estimated project scope. The vendor will not develop the missing requirement since the effort was not estimated. The requirement cannot be dropped and must be included as part of the software solution, and the implementation date is fast approaching. What should the project manager do?

- A. Ask the current vendor to estimate the effort for the missed requirement to complete the project within the current timeline.
- B. Talk to the stakeholder and explain that it would not be feasible to include the requirement
- C. Discuss the problem with the vendor and insist that they should have included this requirement at no additional cost
- D. Perform stakeholder analysis and review the requirements traceability matrix with the vendor

一个软件解决方案项目的干系人询问项目经理一项关键需求为何未包含在开发项目中，调查该问题后，项目经理了解到供应商未将这项需求包含进预期的项目范围内，由于未估算工作量，供应商将不开发缺失的需求，但这项需求不能放弃，必须包含作为软件解决方案的组成部分，并且实施日期即将来临。项目经理应该怎么做？

- A. 让当前供应商估算缺失需求的工作量，以在当前时间线内完成项目。
- B. 与干系人协商，并解释包含该需求将不可行
- C. 与供应商讨论该问题，并坚持让他们在不增加成本的情况下包含该需求
- D. 执行干系人分析，并与供应商一起审查需求跟踪矩阵

35. During a project meeting, the project team refers to probability and impact matrix to determine whether the identified project risks are high, medium, or low risk. Of what is this an example?

- A. Quantitative risk analysis
- B. Monte Carlo simulation
- C. Risk urgency assessment
- D. Qualitative risk analysis

在项目会议期间，项目团队参与概率和影响矩阵来确定已识别的项目风险是高风险、中风险还是低风险。这属于下列那一项的事例？

- A. 定量风险分析
- B. 蒙特卡洛模拟
- C. 风险紧迫性评估
- D. 定性风险分析

36. After a project's initial team meeting, the project manager receives feedback that there were too many attendees. How should the project manager correct this?

- A. Create the change log
- B. Update the communications management plan
- C. Develop the stakeholder register
- D. Invite fewer participants to the next meeting

在项目的首次团队会议后，项目经理收到反馈会议参与者太多。项目经理应该如何纠正这个问题？

- A. 创建变更日志
- B. 变更沟通管理计划
- C. 制定干系人登记册
- D. 邀请更少的参与者参加下一次会议

37. Midway through project implementation, a procurement team must qualify a new provide and negotiate a more competitively contract containing fewer delay penalties. What should the project manager do next?

- A. Review procurement-related issues in the issue log
- B. Define provider performance penalties
- C. Revise the procurement statement of work (SOW)
- D. Amend the source selection criteria

在项目实施中途，采购团队必须评估一个新供应商是否合格，并协商一份更具价格竞争力的合同，包含较少的延期处罚。项目经理下一步应该怎么做？

- A. 审查问题日志中的采购相关问题
- B. 定义供应商绩效处罚

- C. 修订采购工作说明书 (SOW)
- D. 修改供方选择标准

38. A project manager produces a performance report for senior management which predicts the next release of a software functionality. This release will increase sales which will pay back the entire project expenditure within eight months. This prediction is supported by using scenario building and simulation estimates. These are examples of which of the following?

- A. Parameter estimates
- B. Variance analysis
- C. Forecasting methods
- D. Budget forecasts

项目经理为高级管理层编制了一份绩效报告，其中预测了某个软件功能的下一次发布，这次发布将增加销售量，并将在八个月内回收整个项目支出成本，这个预测通过使用情境建设和模拟估算来支持。这属于下列哪一项事例？

- A. 参数评估
- B. 偏差分析
- C. 预测方法
- D. 预算预测

39. An experienced project manager is appointed to manage a project that could fail to meet its goals and objectives. What should the project manager do to decrease the likelihood of this happening?

- A. Actively manage stakeholder involvement
- B. Review change control procedures
- C. Perform quality assurance
- D. Regularly update lessons learned communications

一名经验丰富的项目经理被任命管理一个可能不能实现项目目标的项目。若要降低这种情况发生的可能性，项目经理应该怎么做？

- A. 积极管理干系人参与
- B. 审查变更控制程序
- C. 实施质量保证
- D. 定期更新经验教训沟通

40. A project manager determines that a high-risk task with critical dependencies should be outsourced. This task must be performed within a specific three-week timeframe. A vendor selected based on a 10-year history of working on similar projects for the company without issues. What contract type should the project manager propose?

- A. Cost plus incentive fee (CPIF)
- B. Firm fixed price (FFP)
- C. Fixed price incentive fee (FPIF)
- D. Cost plus fixed fee (CPFF)

项目经理确定一项具有关键-依赖关系的高风险任务应外包。这项任务必须在一个特定的三周时间范围内执行，一个供应商基于其已为公司的类似项目合作长达10年时间且未发生任何问题而被选中。项目经理应提议哪一个合同类型？

- A. 成本及激励费用合同 (CPIF)
- B. 固定总价合同 (FFP)
- C. 总价加激励费用合同 (FPIF)
- D. 成本加固定费用合同 (CPFF)

41. Due to the lack of stakeholder participation, a project manager is having problems completing project requirements. What should the project manager have done to ensure stakeholder participation?

- A. Performed a stakeholder analysis prior to the kick-off meeting
- B. Distributed a stakeholder survey prior to the kickoff meeting
- C. Ensured that appropriate communications technology was being used

- D. Reviewed the lessons learned documents from previous projects
 由于缺乏干系人的参与，项目经理在完成项目需求时遇到问题。若要确保干系人的参与，项目经理应该事先做什么？
 A. 在项目启动大会之前执行干系人分析
 B. 在项目启动大会之前分发干系人调查表
 C. 确保使用适当的沟通技术
 D. 查看过往项目的经验教训文档

42. A new project manager is assigned to a project and learns that two major changes must be addressed. What should the project manager do next?
 A. Implement the changes
 B. Submit a change request
 C. Implement the Perform integrated Change Control process
 D. Update the change management plan
 一名项目经理被任命管理一个项目，并了解到必须解决两项重大变更。项目经理下一步应该怎么做？
 A. 实施变更
 B. 提交变更请求
 C. 实施整体变更控制过程
 D. 更新变革管理计划

43. The vendor of a product component informs the project manager that the price of the component will be increased by five percent next month. What should the project manager do?
 A. Revise the forecasted estimate at completion (EAC)
 B. Conduct audits and performance reviews with the vendor
 C. Revise the work performance plan
 D. Create an affinity diagram
 一个产品部件的供应商通知项目经理下个月部件的价格将上涨百分之五。项目经理应该怎么做？
 A. 修订预测的完工估算（EAC）
 B. 与供应商一起开展审计和绩效评审
 C. 修订工作绩效计划
 D. 创建一份亲和图

44. The customer of a recently implemented project requests the project manager investigate post-implementation issues that cause business disruption and losses. The project manager explains to the customer that requests must be referred to the operations team, as the project is formally accepted. The customer does not agree and complains about the situation. To close this discussion, the project manager should do which of the following?
 A. Ask the project team to evaluate the root cause, correct the issue, and document lessons learned
 B. Review the closure documents, present them to customer, and bring in the operations representative to proceed with issue resolution
 C. Escalate the customer's complaint to the project sponsor to have resources assigned to resolve the issue
 D. Review the risk management plan to determine if the issue was identified and planned in advance
 一个最近实施项目的客户要求项目经理调查导致业务中断和损失的实施后问题，项目经理向客户解释该请求必须转给运营团队，以为项目已正式验收。客户不同意并投诉这种情况。为结束讨论，项目经理应进行下列哪一项？
 A. 要求项目团队评估根本原因，纠正问题并记录经验教训
 B. 审查收尾文件，将其提交给客户，并让运营代表加入继续问题解决过程
 C. 将客户的投诉上报给项目发起人，分配资源解决该问题
 D. 审查风险管理计划，确定是否提前识别和规划该问题

45. A project manager is having difficulty maintaining consistent levels of involvement with project stakeholders. What is the best way to determine the appropriate involvement?

- A. Hold weekly informational stakeholder meetings, and limit communications to these meetings
- B. Develop a comprehensive project update report for all stakeholders
- C. Create a separate communications plan for each stakeholder
- D. Develop a stakeholder classification matrix and corresponding stakeholders engagement assessment matrix

项目经理与项目干系人难以保持一致的参与程度。确定适当参与度的最佳方式是什么？

- A. 每周召开干系人信息报告会，并将此次会议作为唯一沟通渠道
- B. 为所有干系人制定一份综合性项目更新报告
- C. 为每个干系人创建一份单独的沟通计划
- D. 制定干系人分类矩阵以及相应的干系人参与度评估矩阵

46. A project manager holds a meeting to solve a technical issue and three options are presented. The project manager chooses an option based on the decision of the largest block in the group. What group decision-making technique did the project manager use?

- A. Majority
- B. Plurality
- C. Unanimity
- D. Dictatorship

项目经理召开一次会议解决一个技术问题，并有三个方案可供选择。项目经理根据群体中最大部分人的决策选择了其中一个方案。项目经理使用的是哪一种群体决策技术？

- A. 大多数原则
- B. 相对大多数原则
- C. 一致同意原则
- D. 独裁

47. The procurement department submits a request for proposal (RFP) to potential vendors to execute a project. After the bidder conferences, the project manager receives an email from vendor A requesting clarification of the RFP. What should the project manager do next?

- A. Amend the RFP with the clarification and resend it to all vendors
- B. Email all the vendors with the clarification
- C. Email vendor A with the clarification
- D. Obtain management's approval before sending the information

采购部门向潜在供应商提交一份执行一个项目的建议邀请书（RFP）。投标人会议之后，项目经理收到供应商 A 要求澄清 RFP 的电子邮件。项目经理下一步该怎么做？

- A. 修订 RFP，增加澄清意见，并将其重新发送给所有供应商
- B. 向所有供应商发送具有澄清意见的电子邮件
- C. 向供应商 A 发送具有澄清意见的电子邮件
- D. 发送信息之前获得管理层的批准

48. Two resources cannot collaborate nor be in team meetings together, which affects the project's process. What should the project manager do?

- A. Assign different time schedules to each resources
- B. Seek replacements for the resources.
- C. Escalate the issue to their functional managers
- D. Use the smooth/accommodate conflict resolution method

两名资源不能协作，也不能一起参加团队会议，这影响了项目进度。项目经理应该怎么做？

- A. 为每名资源分配不同的时间进度计划
- B. 设法替代资源
- C. 将该问题上报给职能经理

D. 使用缓和/包容冲突解决方法

49. A project manager notices that some team members are unmotivated. What tool or technique should the project manager use to engage them?

- A. Expert judgment
- B. Recognition and rewards
- C. Negotiation
- D. Conflict management

项目经理注意到一些团队成员没有动力工作。项目经理应使用哪项工具或技术让他们投入工作？

- A. 专家判断
- B. 认可与奖励
- C. 谈判
- D. 冲突管理

50. A project manager discovers that some team members are unclear about their roles and activities. What tool or technique can help the project manager clearly define these roles and activities?

- A. Organization chart
- B. Work breakdown structure (WBS)
- C. Responsible, accountable, consult, inform (RACI) matrix
- D. Project management information system (PMIS)

项目经理发现一些团队成员不清楚其职责和活动。哪一项工具或技术能够帮助项目经理明确定义这些职责和活动？

- A. 组织图
- B. 工作分解结构 (WBS)
- C. 执行、负责、咨询和知情 (RACI) 矩阵
- D. 项目管理信息系统 (PMIS)

51. A project is 40% complete. To increase team productivity and improve the implementation of processes. Which of the following should the project manager conduct?

- A. Brainstorming session
- B. Risk audit
- C. Process optimization audit
- D. Quality audit

项目已完成 40%。若要提高团队生产力，改善流程的执行，项目经理应该开展下列哪一项？

- A. 头脑风暴会议
- B. 风险审计
- C. 过程优化审计
- D. 质量审计

52. A project team performs a variance analysis, and the project's forecasted estimate at completion (EAC) is greater than the budget at completion (BAC). What should the project team use to determine the cause and degree of variance?

- A. Forecasting
- B. Reserve analysis
- C. Performance reviews
- D. Trend analysis

项目团队执行了一次偏差分析，项目的预测完工估算 (EAC) 大于完工预算 (BAC)。项目团队应使用哪一项来确定偏差的原因和程度？

- A. 预测
- B. 储备分析
- C. 绩效评审
- D. 趋势分析

53. A project's high-level scope has been defined, and the project sponsor now wants the project manager to leverage relationships and build potential partnerships. What document must first be created?

- A. Power/interest grid
- B. Stakeholder register
- C. Stakeholders engagement assessment matrix
- D. Communications management plan

项目的高层次范围已经定义，项目发起人现在希望项目经理利用关系，并建立潜在的伙伴关系。必须首先创建哪一份文件？

- A. 权利/利益方格
- B. 干系人登记册
- C. 干系人参与度评估矩阵
- D. 沟通管理计划

54. Two weeks after a major system deployment, a report reveals an issue that has caused the team to miss its performance goals. The issue has been resolved, but the project manager knows that this issue will continue to occur in the future unless the team takes immediate action. What type of change request should the project manager submit?

- A. Preventive action
- B. Corrective action
- C. Defect repair
- D. Updates

在一个重要系统部署两周后，一份报告揭露了导致团队来达成绩效目标的问题。这个问题已经解决。但是项目经理知道这个问题将在未来继续发生，除非团队立即采取措施。项目经理应提出哪类变更请求？

- A. 预防措施
- B. 纠正措施
- C. 缺陷补救
- D. 更新

55. A few weeks before the release of a cloud-based application, the quality assurance team reports a significant number of errors. What should the project manager do first?

- A. Review the quality management plan.
- B. Inform the stakeholders.
- C. Conduct a root cause analysis.
- D. Identify nonconformities, gaps, and shortcomings.

在发布一个基于云的应用程序前几周，质量保证团队报告了大量错误。项目经理首先应该做什么？

- A. 审查质量管理计划
- B. 通知干系人。
- C. 执行根本原因分析
- D. 识别不合格项、差距和不足。

56. After completing a qualitative risk assessment, a project manager compiles a list of project risks and their estimated impact on the cost, schedule, and overall project success. What other information is needed to complete project risk analysis?

- A. Risk impact
- B. Risk occurrence probability
- C. Risk severity
- D. Risk categorization

完成定性风险评估后，项目经理编制了一份项目风险清单及其对成本、进度以及总体项目成功性的影响。若要完成项目风险分析，还需要哪些其他信息？

- A. 风险影响
- B. 风险发生概率

- C. 风险严重性
- D. 风险分类

57. A project initiated by a multinational corporation (MNC) has multicultural team members who speak different languages. To ensure team collaboration and project success, what should the project manager do?

- A. Introduce team performance incentives.
- B. Develop team-building activities.
- C. Identify training needs.
- D. Establish ground rules.

由一个跨国公司（MNC）启动的项目拥有说不同语言的跨文化团队成员。若要确保团队协作和项目成功，项目经理应该怎么做？

- A. 引入团队绩效奖励
- B. 开发团队建设活动
- C. 识别培训需求
- D. 制定基本规则

58. A company loses key developers to a competitor. To protect the company's intellectual property, the company implements new security measures. What should the company's project managers be required to update?

- A. Roles and responsibilities matrix
- B. Communications management plan
- C. Stakeholder register
- D. Organizational process assets

公司失去一名到竞争对手公司工作的关键开发人员。为了保护公司的知识产权，公司实施了新的安全措施。应要求公司的项目经理更新下列哪一项？

- A. 角色和职责矩阵
- B. 沟通管理计划
- C. 干系人登记册
- D. 组织过程资产

59. During project execution, a key resource becomes unavailable due to other organizational priorities. The project manager speaks with the functional managers and determines that no similar resource is available internally. What should the project manager do?

- A. Wait for the key resource to become available.
- B. Acquire an external resource.
- C. Use a virtual team.
- D. Implement networking.

在项目执行期间，由于其它组织的优先事项，一名关键资源不可用。项目经理与职能经理交谈，并确定内部也没有可用的类似资源。项目经理应该怎么做？

- A. 等到关键资源可用为止
- B. 获得一名外部资源
- C. 使用虚拟团队
- D. 实施人际交往

60. A project charter is developed and reviewed with the sponsor. The sponsor believes that project charter approval is unnecessary since the project is not high risk. What should the project manager do?

- A. Explain to the sponsor that project charter approval is necessary to formally establish the project manager's authority.
- B. Inform the sponsor that project charter approval is a requirement for governance compliance.
- C. Agree with the sponsor, then develop the project management plan.
- D. Log the sponsor's decision as a potential risk.

与项目发起人一起制定并审查项目章程。项目发起人认为由于项目风险不高，没有必要批准项目章程。项目经理应该怎么做？

- A. 向项目发起人解释项目章程批准对正式建立项目经理的职权有必要。
- B. 通知项目发起人，项目章程批准是一项管理合规性要求。
- C. 同意项目发起人的意见，然后制定项目管理计划。
- D. 将项目发起人的决策记录作为潜在风险。

61. A business manager, who is also a project sponsor, receives a memo from organizational leaders, that password security was compromised and that increased security should be introduced for a new project. What should the business manager do next?

- A. Create the project statement of work (SOW).
- B. Determine stakeholder needs and requirements.
- C. Update the security service level agreement (SLA).
- D. Develop the project charter.

一名业务经理，同时也是项目发起人，收到组织领导者的一份备忘录，密码的安全性已受到入侵，应为新项目引入增强安全性。业务经理下一步应该怎么做？

- A. 创建项目工作说明书（SOW）
- B. 确定干系人需求
- C. 更新安全服务等级协议（SLA）
- D. 制定项目章程

62. A change control board (CCB) approves a project manager's request to add resources. This change will allow the project to finish on time, but will go over budget by US\$10,000. What should the project manager do?

- A. Recalculate the cost performance index (CPI) and send it to the project sponsor.
- B. Run a quantitative analysis.
- C. Implement the Perform integrated Change Control process.
- D. Run a qualitative analysis.

变更控制委员会（CCB）批准了项目经理增加资源的请求。这项变更将允许项目按时完成，但将超出预算 10000 美元。项目经理应该怎么做？

- A. 重新计算成本绩效指数（CPI）并将其发送给项目发起人
- B. 执行定量分析
- C. 实施整体变更控制过程
- D. 执行定性分析

63. A project manager is concerned about a delay in the deliverables, and discovers that the schedule performance index (SPI) is 0.85. What should the project manager do to determine the underlying reason?

- A. Perform a critical path analysis.
- B. Complete a root cause analysis.
- C. Calculate the earned value (EV).
- D. Escalate the issue.

项目经理担心延迟可交付成果，并发现进度绩效指数（SPI）为 0.85。若要确定深层原因，项目经理应该怎么做？

- A. 执行关键路径分析
- B. 完成根本原因分析
- C. 计算挣值（EV）
- D. 上报问题

64. A company's CEO has very little interest in a project for which they are a stakeholder. What should the project manager do to align expectations?

- A. Inform the CEO only about project escalations.
- B. Provide the CEO with daily, documented updates on project status.
- C. Ask the CEO how they would like to be informed.
- D. Provide the CEO only with high-level information, then meet with them monthly to check their satisfaction.

一家公司的 CEO 属于某个项目的干系人，但在该项目享有的利益很低。若要与预

期保持一致，项目经理应该怎么做？

- A. 仅向 CEO 通知项目上报重大事项。
- B. 向 CEO 提供与项目状态有关的每日文件更新。
- C. 询问 CEO 其希望的告知方式。
- D. 仅向 CEO 提供高层次信息，然后每月与其开会确认其满意度。

65. A project team announces that product development is complete and that there is no further work to be done. What should the project manager do next?

- A. Finalize and close the project.
- B. Request formal acceptance from senior management.
- C. Release and reassign the resources.
- D. Obtain formal acceptance from the project sponsor.

项目团队宣布，产品开发已完成，已经没有其他工作需要完成。项目经理下一步应该怎么做？

- A. 最终完成并收尾项目
- B. 向高级管理层请求正式验收
- C. 解散并重新分配资源
- D. 获得项目发起人的正式验收

66. A project manager identifies an issue with an application that was developed by an external company. To what cost of quality (COQ) category should this cost be assigned?

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

项目经理识别到由一家外部公司开发的应用程序存在一个问题。这项成本应归属于哪一个质量成本（COQ）类别？

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

67. A company expands their portfolio to include a government project. The project manager wants to identify project risks. What process should the project manager implement?

- A. Develop Project Charter
- B. Identify Risks
- C. Perform Qualitative Risk Analysis
- D. Develop Project Management Plan

公司扩大其项目组合，包含一个政府项目。项目经理希望识别项目风险。项目经理应该实施哪个过程？

- A. 制定项目章程
- B. 识别风险
- C. 执行定性风险分析
- D. 制订项目管理计划

68. A project manager must communicate large volumes of information. Their diverse audience includes executives and cross-cultural teams within the organization. What communication method should the project manager choose?

- A. Interactive
- B. Pull
- C. Selective
- D. Push

项目经理必须沟通大量信息，他们的不同受众包括组织内的高级管理人员和跨文化团队。项目经理应该选择什么沟通方法？

- A. 交互式沟通
- B. 拉式沟通
- C. 选择式沟通
- D. 推式沟通

69. Six months after a project begins, a new project manager is hired. Initially, team members disregard the new project manager's directions, miss scheduled meetings, and do not provide status updates. However, over time, the project manager gains team support by demonstrating their expertise and positive attitude. Which of the following characteristics does the project manager demonstrate?

- A. Referent power
- B. Penalty power
- C. Authority
- D. Expert power

在一个项目开始后六个月，聘用了一名新项目经理，一开始，团队成员不尊重新项目经理的指示，缺席定期会议，且不提供状态更新，然而，随着时间的过去，项目经理通过证明其专业知识和积极的态度，获得团队成员的支持。项目经理所证明的是下列哪一项特性？

- A. 威望权利
- B. 处罚权力
- C. 权威权利
- D. 专家权力

70. During a project planning meeting, the project manager receives cost estimates from various department managers and aggregates those costs. What process is being implemented?

- A. Plan Cost Management
- B. Control Costs
- C. Estimate Costs
- D. Determine Budget

在项目规划会上，项目经理已收到各个部门经理提交的成本估算并汇总这些成本。这正在执行哪个过程？

- A. 制定成本管理计划
- B. 控制成本
- C. 估算成本
- D. 制定预算

71. During a construction project, the project manager wants to outsource the building of a boundary wall at the construction site. Prospective vendors are invited to a conference. The architect of the procuring company prepares a cost estimate to construct the boundary wall, which is not shared with the prospective vendors. What technique should be used to conduct procurements?

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

在一个施工项目中，项目经理希望外包施工现场边界墙的建设，潜在供应商受邀参加会议，采购公司的建筑设计师准备了一份边界墙的施工成本估算，但未与潜在供应商分享。开展采购应使用什么技术？

- A. 独立估算
- B. 建议书评价技术
- C. 专家判断
- D. 筛选系统

72. A project manager prepares a chart that records defects and compares them to permissible specification limits. What basic quality tool is the

project manager using?

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

项目经理制作了一份图表，记录缺陷，并与容许的规格界限对比。项目经理使用的是什么基本质量工具？

- A. 鱼骨图
- B. 直方图
- C. 控制图
- D. 帕累托图

73. A project manager identifies a risk on a project which causes work to stop. The project team is forced to use a contingency plan. In what project management process group is the project manager working?

- A. Monitor Risks
- B. Plan Risk Responses
- C. Identify Risks
- D. Mitigate Risks

项目经理识别到项目上的一个风险可能导致停工。项目团队被迫使用应急计划。项目经理目前处于哪一个项目管理过程组？

- A. 监督风险
- B. 规划风险应对
- C. 识别风险
- D. 减轻风险

74. A project is not progressing, and there are too many open issues that require resolution. What should the project manager do?

- A. Create an issue log to track open issues.
- B. Add more contingency time to the project management plan
- C. Ask the project team to be more diligent.
- D. Meet with the project team to address open issues.

一个项目没有进展，且有太多悬而未决的问题需要解决。项目经理应该怎么做？

- A. 创建一份问题日志，跟踪未解决的问题。
- B. 为项目管理计划增加更多的应急时间。
- C. 要求项目团队更努力工作。
- D. 与项目团队开会，解决未解决的问题。

75. After receiving customer acceptance for a product, what should a project manager do to close the project?

- A. Address rejected change requests.
- B. Confirm that exit criteria are met.
- C. Make arrangements to reassign resources.
- D. Calculate project performance metrics.

收到客户对产品的验收后，项目经理应该怎么做来收尾项目？

- A. 处理被拒绝的变更请求
- B. 确认满足退出标准
- C. 安排重新分配资源
- D. 计算项目绩效测量指标

76. A project manager is assigned a project for which the sponsor has already approved the project milestone schedule. After analyzing the schedule, the project manager concludes that it is unrealistic. What should the project manager do next?

- A. Create a project management plan based upon a more realistic schedule.
- B. Obtain the project sponsor's approval to cancel the project.
- C. Review the schedule analysis with the project sponsor and present a revised schedule.

D. Review the schedule with the project team, and develop solutions to meet the approved schedule.

项目经理被任命管理一个项目，项目发起人已经批准该项目的里程碑进度计划，分析进度计划之后，项目经理得出进度计划不现实的结论。项目经理下一步应该怎么做？

- A. 根据一份更现实的进度计划创建项目管理计划。
- B. 获得项目发起人的批准取消项目。
- C. 与项目发起人一起评审进度分析，并提交一份修订后的进度计划。
- D. 与项目团队一起评审进度计划，并制定解决方案满足批准的进度计划。

77. An experienced project manager is preparing a kick-off meeting for a new service assessment. A high-level description of the service has been provided. What should the project manager do next?

- A. Develop the project charter.
- B. Develop the responsible, accountable, consult, and inform (RACI) matrix.
- C. Define the project scope statement.
- D. Create the work breakdown structure (WBS).

一名经验丰富的项目经理正在为新的服务评估准备项目启动大会，已经提供这项目服务的高层次描述。项目经理下一步应该怎么做？

- A. 制定项目章程
- B. 制定执行、负责、咨询和知情（RACI）矩阵
- C. 定义项目范围说明书
- D. 创建工作分解结构（WBS）

78. An identified project risk materializes that will increase project cost. What should the project manager do?

- A. Request a budget increase
- B. Check the contingency reserve
- C. Develop a risk management plan
- D. Inform the project sponsor

一个已识别的风险已确实发生，将增加项目成本。项目经理应该怎么做？

- A. 请求增加预算
- B. 检查应急储备
- C. 创建风险管理计划
- D. 通知项目发起人

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

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

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

项目发起人要求项目经理细化项目估算。项目经理确定项目管理计划中某个具体活动需要细化，根据初始估算，最可能的活动持续时间为两天，但是最乐观情况为一天，而最悲观情况为四天。使用计划评审技术（PERT），项目经理应在项目管理计划中写入的预期活动持续时间是多少天？

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

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

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

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

- A. 面对
- B. 缓解
- C. 强迫
- D. 合作

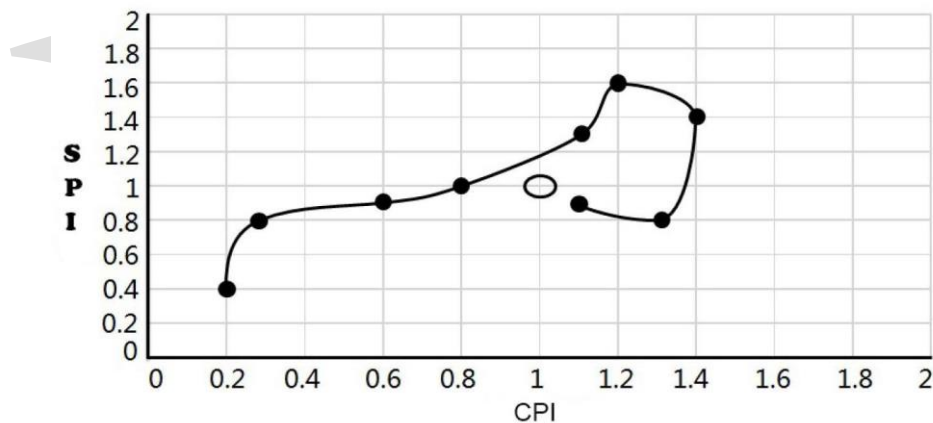
81. A project manager is advised to use a tornado diagram in an information technology activity. What project risk management technique should the project team use?

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

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

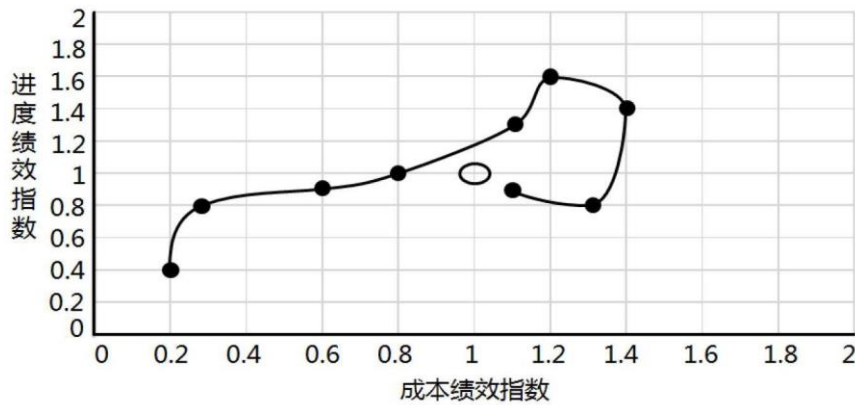
- A. 定性风险分析
- B. 定量风险分析
- C. 概率分布
- D. 预期货币价值分析

82. Each data point in the chart represents a project's reporting period. The first data point is closest to 0. What is the status of the project in reporting period eight?



- A. Over budget and behind schedule
- B. Under budget and behind schedule
- C. Under budget and ahead of schedule
- D. Over budget and ahead of schedule

图表中的每个数据点都代表一个项目的报告期。第一个数据点最接近于 0。



在第八个报告期，项目的状态是什么？

- A. 超出预算并落后于进度
- B. 低于预算但落后于进度
- C. 低于预算并超前于进度
- D. 超出预算但超前于进度

83. Company A wants to subcontract the installation of a factory's building management system to company B. After some adjustments and a review of key stakeholder feedback company B's project manager needs to develop the project charter approval. What should company B's project manager consider as an input when developing the project charter?

- A. Subcontractor submittal approval
- B. Letter of intent
- C. Submission of project management plan
- D. Letter of inquiry

公司 A 希望将安装一家工厂的建筑管理系统分包给公司 B。在几次调整并审查关键人的反馈之后，公司 B 的项目经理需要制定项目章程供批准。在制定项目章程时，公司 B 的项目经理应将下列哪一项视为一项输入？

- A. 分包商提交资料的批准
- B. 意向书
- C. 提交项目管理计划
- D. 询问函

84. A company manufactures 10,000 pieces of the same component daily. What should be used to verify that the components conform to quality requirements?

- A. Scatter diagram
- B. Statistical sampling
- C. Cause-and-effect diagram
- D. User acceptance testing

一家公司每天能够制造 10000 件相同组件。为确认该组件是否符合质量要求，应使用下列哪一项？

- A. 散点图
- B. 统计抽样
- C. 因果图
- D. 用户验收测试

85. While reviewing a project business case, a project manager discovers that it was poorly developed and provided no project justification. What should the project manager do?

- A. Initiate the Perform Integrated Change Control process
- B. Consult the change management plan
- C. Inform the project sponsor
- D. Review the stakeholder management plan.

在审查项目商业讨论时，项目经理发现文档制作得很差，且未提供项目论证。项目经理应该怎么做？

- A. 启动实施整体变更控制过程
- B. 咨询变更管理计划
- C. 通知项目发起人
- D. 审查干系人管理计划

86. A project to build aviation instruments will be held to tight specifications. Components will be tested during manufacturing, and those not meeting specifications will be reworked or scrapped. What items will be reports as a cost of conformance?

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

一个制造航空仪表的项目将按照严格的技术规格进行，制造过程中部件将经过测试，不满足规格的部件将返工或报废。下列哪一项将报告作为一致性成本？

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

87. During each phase, what should a project manager do to avoid the recurrence of a consistent issue?

- A. Record it in the project closure report
- B. Perform quality assurance
- C. Conduct lessons learned
- D. Complete a work performance report

在每个阶段，项目经理应怎么做来避免一个一致性问题的再次发生？

- A. 将其记录在项目收尾报告中
- B. 实施质量保证
- C. 执行经验教训
- D. 完成工作绩效报告

88. Where should the expectations, potential influences, and interests of the critical people involved with a project be recorded?

- A. Communications management plan
- B. Stakeholder management plan
- C. Stakeholder register
- D. Power/interest grid

一个项目中参与的关键人员的期望、潜在影响和利益记录在哪一份文件中？

- A. 沟通管理计划
- B. 干系人管理计划
- C. 干系人登记册
- D. 权力/利益方格

89. A project manager has identified the external stakeholders for a new project.

What is an effective way for the project manager to identify the relevant internal parties that should be included in the stakeholder register?

- A. Schedule a meeting with the project sponsor
- B. Prepare project staff assignments
- C. Analyze the interests of and impact on the various parties
- D. Refer to the organizational chart

项目经理识别了一个新项目的外部干系人。下列哪一项是项目经理识别应包含进干系人登记册中相关内部各方的有效方式？

- A. 安排一次与项目发起人的会议
- B. 准备项目人员分配
- C. 分析各方的利益及影响

D. 参阅组织图

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

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

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

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

91. Prior to project approval, the customer reviews the final project outcome and requests information on how similar projects can be more efficient and effective.

What should the project manager do?

- A. Provide documented results of the users' acceptance test
- B. Supply documented lessons learned information.
- C. Hold a brainstorming meeting with project stakeholders.
- D. Deliver the product's functional and technical documentation.

在项目批准之前，客户审查了最终项目成果并请求提供类似项目如何能够更有效的相关信息。项目经理应该怎么做？

- A. 提供用户验收测试的记录结果
- B. 提供文件形式的经验教训信息
- C. 与项目干系人一起召开头脑风暴会议
- D. 交付产品的功能和技术文档

92. During a strengths, weaknesses, opportunities, and threats (SWOT) analysis, a team discovers that another project could benefit from economies of scale by working with that team. The cost of both projects may significantly be reduced, and the benefit to the company could be realized. What should the project manager do?

- A. Document this in the risk register
- B. Ask the sponsor for their opinion
- C. Work with the other project manager to exploit the opportunity and maximize revenue.
- D. Document the opportunity as an assumption in the risk management plan.

在优势、劣势、机会与威胁（SWOT）分析期间，团队发现另一个项目通过与该团队合作可能从规模经济中获益。两个项目的成本都可能大幅降低，并可能实现公司利益。项目经理应该怎么做？

- A. 在风险登记册中记录该问题
- B. 询问项目发起人的意见
- C. 与另一个项目经理合作，开拓机会并让收入最大化
- D. 将该机会作为一项假设条件记录在风险管理计划中

93. A project manager learns that a change in the production process caused two items to be moved to the watch list.

What should the project manager update?

- A. Risk register
- B. Issue log
- C. Risk management plan
- D. Process improvement plan

项目经理了解到一项生产过程的变更导致两个事项被移入观察清单。项目经理应该更新哪一项？

- A. 风险登记册
- B. 问题日志
- C. 风险管理计划
- D. 过程改进计划

94. A quality department submits a change request to introduce a new test results tracking system. The change request is rejected via the change control process. What should the project manager do next?

- A. Record it in the change log.
- B. Ask the quality department manager to cancel the change request.
- C. Review the impact on the project's schedule and cost.
- D. Inform the relevant stakeholders.

质量部门提交了一个变更请求，请求引入新的测试结果跟踪系统，该变更请求已通过变更过程控制拒绝。项目经理下一步应该怎么做？

- A. 将其记录在变更日志中。
- B. 要求质量部门经理取消该变更请求。
- C. 评审其对项目进度和成本的影响。
- D. 通知相关干系人。

95. During the execution phase, a project manager receives several reviewer complaints that documentation is difficult to check, as it is unclear what was changed. What should the project manager do?

- A. Analyze the quality metrics.
- B. Review the quality checklist.
- C. Investigate the work performance data.
- D. Share the quality standards and guidelines.

在项目执行阶段，项目经理收到多名评审员抱怨说文档难以检查，因为不清楚哪些地方发生变更。项目经理应该怎么做？

- A. 分析质量测量指标
- B. 审查质量核对单
- C. 调查工作绩效数据
- D. 分享质量标准和指南

96. A project sponsor provides a project manager with a project's business need, product scope description, and strategic plan. What document can be created from this information?

- A. Project management plan
- B. Project charter
- C. Requirements documentation
- D. Statement of work (SOW)

项目发起人向项目经理提供了项目的商业需求，产品范围描述和战略计划。根据这些信息可以创建哪一份文件？

- A. 项目管理计划
- B. 项目章程
- C. 需求文档
- D. 工作说明书（SOW）

97. A project's estimated duration is one year. However, the phase one feasibility study took longer than expected, which delayed the start of phase two. What can the project manager do to stay on schedule?

- A. Revise the quality metrics.
- B. Reduce the scope.
- C. Use resource leveling.
- D. Eliminate the float.

项目的估算持续时间为一年。但是，阶段一的可行性研究比预期时间长，导致阶段二的开始时间延期。为保持进度计划，项目经理能够怎么做？

- A. 修订质量测量指标
- B. 减少范围
- C. 使用资源平衡
- D. 减少浮动时间

98. The supplier for an outsourced project delivers the products on time, and claims that all are completed according to contract specifications. What should the project manager do next?

- A. Update the procurement agreement to reflect the final result.
- B. Revise the procurement management plan.
- C. Inspect the products with the quality team.
- D. Ask the procurement team to arrange payment.

一个外包项目的供应商按时交付产品，并称所有产品均按照合同规格完成。项目经理下一步应该怎么做？

- A. 更新采购协议反映最终结果
- B. 修订采购管理计划
- C. 与质量团队一起检查产品
- D. 让采购团队安排付款

99. Large amounts of defect data are being collected from checksheets. What tool or technique should be used to identify the causes most responsible for a problem's influences?

- A. Risk analysis
- B. Benchmarking
- C. Flowchart
- D. Pareto diagram

从核查表收集到大量缺陷数据。应使用哪一项工具或技术来识别某个问题影响的最大原因？

- A. 风险分析
- B. 标杆对照
- C. 流程图
- D. 帕累托图

100. Development work for an IT project is complete, and the deliverables are ready to be shipped to the client. The project manager realizes that a technical writer was not assigned to prepare the user manual. This was supposed to be included as part of the deliverables. What document should have captured this requirement?

- A. Human resource management plan
- B. Communications management plan
- C. Project management plan
- D. Change management plan

一个 IT 项目的开发工作已完成，可交付成果也已准备好交付给客户。但项目经理发现未分配一名技术作者来编写用户手册。用户手册本应该作为可交付成果的组成部分包含在内。下列哪一份文件应已收集该需求？

- A. 人力资源管理计划
- B. 沟通管理计划
- C. 项目管理计划
- D. 变更管理计划

101. Despite the project management office (PMO) using a state-of-the-art project management information system (PMIS), It still takes one project manager too long to develop management status reports. Other project managers have used the system successfully. What is causing the difficulty?

- A. All of the stakeholders have different opinions about the project charter.
- B. New risks have been identified by project team members but the project

manager is unaware.

C. Team members often keep issues to themselves.

D. Project team members are submitting a large amount of weekly overtime sheets.

虽然项目管理办公室（PMO）使用了最先进的项目管理信息系统（PMIS），但是一名项目经理仍然花太长时间来制定管理状态报告。其他项目经理都已成功使用该系统。导致这个困难的原因是什么？

A. 所有干系人对项目章程都有不同意见。

B. 项目团队成员已经识别到了新风险，但是项目经理不知道。

C. 团队成员经常将问题留给自己。

D. 项目团队成员提交了大量的每周加班表

102. A project team identifies 10 project stakeholders, How many potential Communication channels exist?

A. 100

B. 45

C. 30

D. 25

项目团队识别了 10 个项目干系人，那么存在多少个潜在沟通渠道？

A. 100

B. 45

C. 30

D. 25

103. A team member informs the project manager that the deliverable will be late. Simultaneously, another team member submits a letter of resignation.

What should the project manager do?

A. Update the project management plan.

B. Check the communications management plan.

C. Review the human resource management plan.

D. Amend the risk management plan.

团队成员通知项目经理可交付成果将延迟。同时，另一名团队成员提交了辞职信。项目经理应该怎么做？

A. 更新项目管理计划

B. 检查沟通管理计划

C. 审查人力资源管理计划

D. 修订风险管理计划

104. A project sponsor requests that a project be completed within three months, and the project manager immediately begins work. Two weeks into the project, the head of the engineering department identifies that some key deliverables are missing. What should the project manager have done to avoid this?

A. Identified the project team's requirements

B. Determined the project sponsor's requirements

C. Identified and solicited input from the stakeholders

D. Defined the engineering team's requirements

项目发起人要求项目在三个月内完成，项目经理立即开始工作，项目进行两周时，工程部主管识别到一些关键可交付成果缺失。若要避免这个问题，项目经理应该事先做什么？

A. 识别项目团队的需求

B. 确定项目发起人的需求

C. 识别并收集干系人的意见

D. 定义工程团队的需求

105. What should a project manager do to assess and improve operations for an ongoing project?

- A. Contact the accounting department to measure tangible project benefits
- B. Distribute a satisfaction survey to obtain stakeholder feedback.
- C. Submit a performance report.
- D. Contact the project management office (PMO).

为了评估和改善一个正在执行项目的项目运行情况，项目经理应该怎么做？

- A. 联系会计部门，衡量实际项目效益。
- B. 分发满意度调查表，获得干系人的反馈。
- C. 提交一份绩效报告。
- D. 联系项目管理办公室（PMO）。

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

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

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

- A. 直方图
- B. 散点图
- C. 帕累托图
- D. 控制图

107. While working with the project team to prepare a network diagram, the project manager notices a series of activities can be performed in parallel, but must be finished in a specific sequence. What activity sequencing method is required?

- A. Operational diagramming method
- B. Precedence diagramming method
- C. Critical path method
- D. Arrow diagramming method

与项目团队一起合作制作一份网络图的时候，项目经理注意到一系列活动能够并列执行，且必须按特定顺序完成。这需要哪一种活动排序方法？

- A. 操作绘图法
- B. 紧前关系绘图法
- C. 关键路径法
- D. 箭头绘图法

108. The project manager of an ongoing project leaves the company, and a new project manager is assigned. The sponsor asks the new project manager to check the status of a key stakeholder's modification request. Where should the project manager find this information?

- A. Project document updates
- B. Change log
- C. Stakeholder management plan
- D. Communications management plan

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

- A. 项目文件更新
- B. 变更日志
- C. 干系人管理计划
- D. 沟通管理计划

109. A project's schedule performance index (SPI) is 0.8, and its cost performance index (CPI) is 1.1. What should the project manager do to get the project back on track?

- A. Use the management reserve.
- B. Eliminate non-critical-path activities.
- C. Outsource some activities.
- D. Crash the project schedule.

项目的进度绩效指数（SPI）为 0.8, 成本绩效指数（CPI）为 1.1。若要将项目拉回正轨，项目经理应该怎么做？

- A. 使用管理储备
- B. 消除非关键路径上的活动
- C. 外包一些活动
- D. 对项目进度赶工

110. A project manager is reviewing the project schedule. Tasks A, B, C, and D have a start-to-start (SS) relationship.

Task	Early Start	Late Start
A	1	3
B	1	1
C	1	5
D	1	6

Based on the table, what task is on the critical path?

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

项目经理正在评审项目进度计划，任务 A、B、C 和 D 具有开始到开始（SS）的关系。

任务	最早开始	最晚开始
A	1	3
B	1	1
C	1	5
D	1	6

根据表格所示，哪项任务处于关键路径上？

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

111. A project sponsor and a project manager are developing a project charter for a new energy plant. There are several plant locations under consideration, which could influence project costs. To select the most appropriate location, which of the following should the project sponsor and project manager work on first?

- A. Business need

- B. Project scope statement
- C. Business case
- D. Project budget

项目发起人和项目经理正在为新的能源厂制定项目章程，有多个厂址可供考虑，但可能影响项目成本。若要选择最合适的厂址，项目发起人和项目经理必须首先执行下列哪一项工作？

- A. 商业需求
- B. 项目范围说明书
- C. 商业论证
- D. 项目预算

112. A supportive project sponsor changes roles and is replaced by a resistant sponsor. What should the project manager do to move the project forward?

- A. Ask a senior-level manager to develop a strategy with the new sponsor.
- B. Ask a senior-level manager to remove the sponsor.
- C. Ask the outgoing sponsor to intervene.
- D. Hold the project until agreement can be obtained from the new sponsor.

一名支持型项目发起人职位发生变动，由一名反对型发起人替代。若要让项目继续向前进展，项目经理应该怎么做？

- A. 请求高层次经理为新发起人制定一份战略。
- B. 请求高层次经理开除该发起人。
- C. 请求即将离任的发起人干预。
- D. 搁置项目，直至获得新发起人的同意为止。

113. During review of a time-critical project's work breakdown structure (WBS), the sponsor challenged the need for project documentation. What should the project manager do?

- A. Agree with the sponsor and postpone documentation activities to a later stage.
- B. Inform the sponsor that project documentation is necessary to align with project scope
- C. Explain to the sponsor that project documentation is needed for audits or reference for future projects.
- D. Accept the sponsor's challenge and revise the WBS.

在审查一个工期紧张的项目工作分解结构（WBS）时，项目发起人对项目文档需求提出质疑。项目经理应该怎么做？

- A. 同意项目发起人，并将文档活动推迟到下一个阶段。
- B. 通知项目发起人，项目文档对项目范围有必要。
- C. 向项目发起人解释需要项目文档进行审计或者供未来项目参考。
- D. 接受项目发起人的质疑，并修订 WBS。

114. During the planning phase of a multi-year project, a project sponsor decides to purchase equipment. The sponsor's rationale is that there is an 80 percent chance that the rental cost could be affected by inflation, and a 90 percent chance that the equipment will sell for a good price at project completion. What concept does this describe?

- A. Risk appetite
- B. Risk tolerance
- C. Risk attitude
- D. Risk threshold

在一个为期多年的项目规划阶段，项目发起人决定采购设备。项目发起人的理由是，租金成本可能会收到通货膨胀影响的机会为 80%，但该设备将在项目完成时卖个好价钱的机会为 90%。这描述了什么概念？

- A. 风险偏好
- B. 风险容忍度
- C. 风险态度
- D. 风险临界值

115. The project manager must create the project management plan. The project scope is to develop a product that is similar to an existing product in the market. The project manager worked on this type of product in another company. What should the project manager do next?

- A. Begin developing time and cost planning activities for the project.
- B. Identify data from the previous project and begin time and cost planning activities.
- C. Begin documenting the requirements before time and cost planning activities, based upon experience.
- D. Prepare requirements documentation and time and cost planning activities in parallel, based upon experience.

项目经理必须创建项目管理计划。项目范围是要开发一个与市场上已有产品相似的产品。项目经理曾在另一家公司从事过这类产品的开发工作。项目经理下一步该怎么做？

- A. 开始制定项目的时间和成本规划活动。
- B. 确定前一个项目的数据，并开始时间和成本规划活动。
- C. 根据经验，在时间和成本规划活动之前，开始记录需求。
- D. 根据经验，同时准备需求文档已经时间和成本规划活动。

116. Although previously identified project risks have not yet materialized, a project appears to be in trouble. The project manager implements the appropriate risk responses, but this fails to bring the project back on track. What should the project manager do next?

- A. Transfer the risks. B. Update the risk register.
- C. Request a risk audit. D. Analyze the risks.

虽然之前是被的项目风险并未成真，但项目似乎遇到了麻烦。项目经理实施了相应的风险应对措施，但却未能让项目回到正轨。项目经理下一步应该怎么做？

- A. 转移风险
- B. 更新风险登记册
- C. 请求风险审计
- D. 分析风险

117. During a company's relocation to a new data center, a project team member discovers that the new data center's power supply will not be sufficient. To support forecasted growth over the next three years, additional resources costing US\$480,000 will be required. As the project manager had previously identified this as a risk, what tool should have been used to determine if the contingency budget would adequately cover the costs?

- A. Status meeting
- B. Reserve analysis
- C. Risk reassessment
- D. Technical performance measurement

在公司迁址到一个新数据中心期间，一名项目团队成员发现新数据中心的电源不足，为了支持在未来三年内预测增长，将需要 \$48 万的额外资源。由于项目经理之前已将此识别为一个风险，应使用什么工具来确定应急储备足以涵盖成本？

- A. 状态会议
- B. 储备分析
- C. 风险在评估
- D. 技术绩效测量

118. Six months into a project, an application developer is promoted to project team lead. How can the project manager ensure that the new team lead remains motivated to complete their application development tasks on the project?

- A. Ask senior management to meet with them to emphasize the project's goals and the organization's objectives.

- B. Congratulate them on their promotion, then reinforce the importance of their skill set to the project's success.
- C. Personally discuss with them their plans to complete their application development tasks on the project.
- D. Meet with their functional manager to stress the importance of their application development tasks.

在一个项目六个月时，一名应用程序开发人员被晋升为项目团队主管。项目经理如何才能确保新的团队主管能保持完成项目应用程序开发任务的动力？

- A. 请求高级管理层与该团队主管开会强调项目的目标和组织的目标。
- B. 祝贺该团队主管获得晋升，然后强调其技能对项目成功的重要性。
- C. 私下与该团队主管讨论其完成项目应用程序开发任务的计划。
- D. 与该团队主管的职能经理开会，强调其应用程序开发任务的重要性。

119. After a weekly project meeting and a deep analysis, the project manager determines that project A is behind schedule and will affect project B. What should the project manager do first?

- A. Organize a meeting with the functional manager to obtain more resources.
- B. Inform the project manager of project B's possible delay.
- C. Refer to the project management plan on how to fast track the project.
- D. Refer to the communication management plan on how to convey the project delay

在每周项目会议以及深度分析之后，项目经理确定项目 A 落后于进度计划，并将影响项目 B。项目经理首先应该做什么？

- A. 组织一次与职能经理的会议，获得更多的资源。
- B. 通知项目经理项目 B 可能延迟。
- C. 查阅项目管理计划中如何快速跟进项目的相关内容。
- D. 查阅沟通管理计划中如何传达项目延期的相关信息。

120. A newly assigned project manager determines that the project is on time and within budget. However, a supplier's deliverables will be delayed. What should the new project manager do next?

- A. Conduct a quantitative risk analysis and identify how the risk must be addressed.
- B. Meet with the supplier and request an immediate resolution.
- C. Identify and evaluate the projected impact on cost and schedule.
- D. Execute the contingency plan to address the impact on the project schedule.

一名新任命的项目经理确定项目符合时间和预算要求，但是，一名供应商的可交付成果将延迟。新项目经理下一步该怎么做？

- A. 实施一次定量风险分析，并确定必须如何解决该风险。
- B. 与供应商开会，并要求立即解决。
- C. 确定并评估对项目成本的进度的影响。
- D. 执行应急计划解决对项目进度的影响。

121. A project team has identified and prioritized project risks. To further analyze these risks, the team creates a decision tree to determine possible scenarios. What tool or technique should be used to quantify which scenarios should be addressed first?

- A. Cause-and-effect diagram
- B. Root cause analysis
- C. Expected monetary value (EMV) analysis
- D. Interviewing

项目团队已经识别了项目风险，并为这些风险排序，为了进一步分析这些风险，团队创建了决策图来确定可能的情景。应使用哪种工具或技术来量化应首先解决哪些情景？

- A. 因果图
- B. 根本原因分析
- C. 预期货币价值（EMV）分析
- D. 访谈

122. A project manager encounters a rivalry between two stakeholders. Both

stakeholders are engaged and committed to the project, but each has identified a different project goal as a priority. What should the project manager do?

- A. Keep open communications with each stakeholder to mitigate the gap.
- B. Negotiate with the two stakeholders to achieve common ground.
- C. Escalate the issue to the project sponsor.
- D. Redefine the project scope.

项目遇到两名干系人之间互相敌对，这两名干系人都参与并投入到项目工作中，但各自又都确定不同的项目目标作为优先考虑工作。项目经理应该怎么做？

- A. 与每名干系人保持公开的沟通，减少差距。
- B. 与两名干系人协商，获得共同点。
- C. 将该问题上报给项目发起人。
- D. 重新定义项目范围。

123. Several deliverables are not meeting the specified requirements, and the project manager decides to use a scatter diagram. Which process is being performed?

- A. Perform Quality Assurance
- B. Control Quality
- C. Plan Quality Management
- D. Report Quality

多个可交付成果不满足规定需求，项目经理决定使用散点图。这正在执行那个过程？

- A. 实施质量保证
- B. 控制质量
- C. 规划质量管理
- D. 报告质量

124. While preparing a project's third progress report, the project manager identifies that the project will experience delays due to late material deliveries. The two previous project reports indicated that the project was on track. What should the project manager do next?

- A. Discuss it with the project team to determine the most appropriate way to respond.
- B. Add it to the issue log and include it in the project report.
- C. Contact the procurement manager to expedite delivery of the material.
- D. Escalate the issue to the project owner, and request a schedule change.

在准备项目的第三次进度报告时，项目经理发现由于材料延迟交付，项目可能会延期，前两次项目报告指出项目处于正常轨道。项目经理下一步应该怎么做？

- A. 与项目团队讨论，确定最适合的应对方式。
- B. 将其添加进问题日志中，并将其包含在项目报告中。
- C. 联系采购经理，催促材料交付。
- D. 将问题上报给项目所有者，并请求进度变更。

125. Project manager A identifies serious flaws with a seller's performance. Project manager B is considering the same seller for a new project. What should project manager B review?

- A. Claims administration
- B. Procurement management plan
- C. Organizational process assets
- D. Procurement statement of work (SOW)

项目经理 A 识别到一个卖家绩效存在严重缺陷。项目经理 B 正在考虑新项目使用同一个卖家。项目经理 B 应审查下列哪一项？

- A. 索赔管理
- B. 采购管理计划
- C. 组织过程资产
- D. 采购工作说明书 (SOW)

126. While preparing for a performance review meeting, a project manager experiences difficulty with organizing the activity information to be presented to project stakeholders. What document would help the project manager determine the level of detail necessary for activity reporting?

- A. Resource histogram
- B. Responsibility assignment matrix (RAM)
- C. Responsible, accountable, consult, and inform (RACI) chart
- D. Power/interest grid

在准备绩效评审会时，项目经理在组织需要提交给项目干系人的活动信息时遇到困难。下列那一份文件将帮助项目经理决定活动报告所需的详细程序？

- A. 资源直方图
- B. 责任分配矩阵（RAM）
- C. 执行、负责、咨询和知情（RACI）表
- D. 权利/利益方格

127. Company X has been contracted to supply machines for company Y's project. Company X's project manager identifies that delivery of the equipment will be late.

Since company X is a weak matrix organization, from whom should the project manager request additional resources to meet the delivery date?

- A. Project sponsor
- B. Human resource manager
- C. Functional manager
- D. Company Y's project manager

公司 X 已经签订合同，为公司 Y 的项目供应机器，公司 X 的项目经理识别到，设备的交付将延迟。由于公司 X 是一家弱矩阵型组织。项目经理应向谁请求额外的资源来满足交付日期？

- A. 项目发起人
- B. 人力资源经理
- C. 职能经理
- D. 公司 Y 的项目经理

128. A project manager develops a risk breakdown structure (RBS) divided into four categories. The team subsequently identifies funding as a risk. In what category should this risk be included?

- A. Organizational
- B. External
- C. Technical
- D. Project management

项目经理制定了一个风险分解结构（RBS），分成四个类别，团队随后将资金识别为一个风险，这个风险应归入哪一个类别？

- A. 组织类风险
- B. 外部类风险
- C. 技术类风险
- D. 项目管理类风险

129. A key customer complains about missing product features and will no longer support the project. The project team members verify that these features were included in the project's scope. What should the project manager have done to prevent this?

- A. Performed quality assurance
- B. Managed stakeholder expectations
- C. Validated the requirements
- D. Executed control quality

一名关键客户抱怨产品功能缺失，将不再支持该项目，项目团队成员确认这些功能已包含进项目范围中。项目经理本应如何防止该情况发生？

- A. 实施质量保证
- B. 管理干系人期望
- C. 核实需求
- D. 实施质量控制

130. The project manager learns that a change request is approved. This

change Impacts the project's cost and schedule. What should the project manager do?

- A. Change the baseline. B. Change the risk register.
 - C. Change the work breakdown structure. D. Change the resource plan.
- 项目经理了解到一项变更请求已获批准。这项变更将影响到项目成本和项目进度。项目经理应该怎么做？
- A. 变更基准
 - B. 变更风险登记册
 - C. 变更工作分解结构
 - D. 变更资源计划

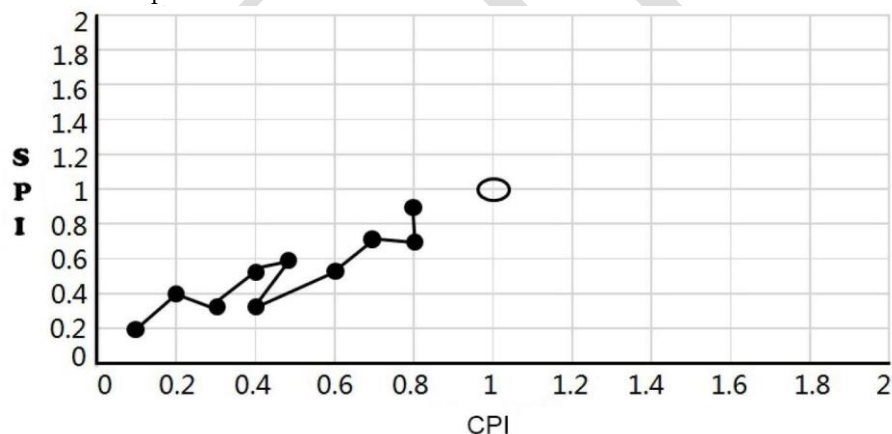
131. A project manager invites stakeholders to a lessons learned meeting. The stakeholders have different opinions and have previously raised issues. What tool or technique can the project manager use to constructively engage the stakeholders?

- A. Delphi technique
- B. Questionnaires and surveys
- C. Brainstorming
- D. Facilitation

项目经理邀请干系人参加经验教训会议。干系人之间意见不同，且之前已提出问题。项目经理可使用哪项工具或技术有建设性地接洽干系人？

- A. 德尔菲技术
- B. 问卷调查
- C. 头脑风暴
- D. 引导

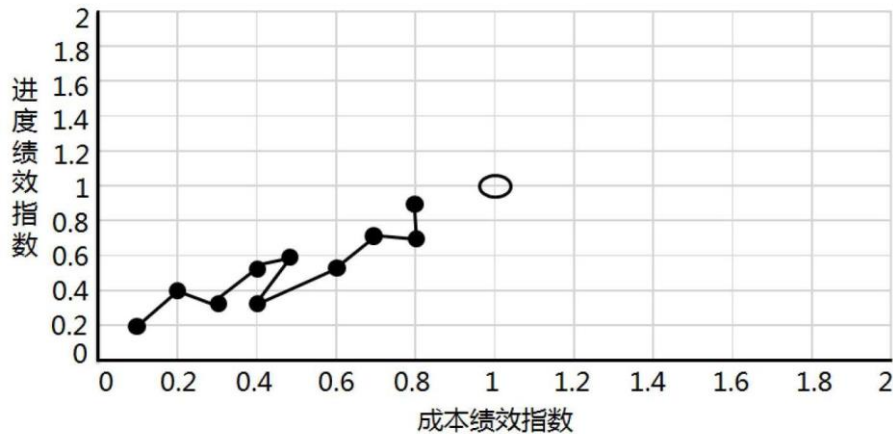
132. Each data point in the chart represents a project's reporting period. The first data point closed to 0.



Based on the current status of the project, what should the project manager do?

- A. Reduce resources.
- B. Reduce scope.
- C. Crash activities.
- D. Fast track activities.

图表中的每个数据点都代表一个项目的报告期，第一个数据点最接近于 0。



基于项目的当前状态，项目经理应该怎么做？

- A. 减少资源
- B. 减少范围
- C. 对活动赶工
- D. 快速跟进活动

133. Because critical distribution needs were not identified and considered, an upcoming product is cancelled one day before the announced launch. What should have been better developed to prevent this?

- A. Stakeholder management plan
- B. Scope management plan
- C. Risk management plan
- D. Communications management plan

由于未能识别并考虑关键经销需求，一项即将推出的产品在宣布上市前一天被取消。若要避免这个问题，应事先制定下列哪一项？

- A. 干系人管理计划
- B. 范围管理计划
- C. 风险管理计划
- D. 沟通管理计划

134. A project is cancelled due to a quality and scheduling issue. In addition, a competitor just released a similar product. The project manager is assigned to a new project with a fixed deadline. What should the project manager do to ensure that the same issue does not occur again?

- A. Conduct a performance review and apply corrective actions.
- B. Use the information provided in the final reports of previous projects.
- C. Apply rolling wave planning to the work breakdown structure.
- D. Assign subject matter experts to tasks on the critical path.

一个项目由于质量和进度问题被取消了，此外，竞争对手刚刚发布了一个类似产品，项目经理被分配管理一个具有固定期限要求的新项目。项目经理应该怎么做，来确保不会再次发生同样的问题？

- A. 开展绩效审查，并应用纠正措施。
- B. 使用之前项目最终报告中提供信息。
- C. 对工作分解结构应用滚动式规划。
- D. 将主题专家分配到处于关键路径上的任务。

135. In a development project, the project manager and the vendor agree on a fixed-price contract for delivery of a specific component. Halfway through the project, the project team discovers that the requirements for the vendor's product have changed. What should the project manager do first?

- A. Reassess the make-or-buy analysis.

- B. Conduct a new bidder conference.
- C. Refer to the contract change control system.
- D. Update the statement of work (SOW)

在一个开发项目中，项目经理和供应商就交付某个具体部件的固定总价合同达成一致协议。在项目中途，项目团队发现供应商的产品需求发生变化。项目经理首先应该做什么？

- A. 重新评估自制或外购分析
- B. 召开一次新的投标人会议
- C. 参阅合同变更控制系统
- D. 更新工作说明书（SOW）

136. During a status review meeting, a project manager in a weak matrix organization realizes that the functional department manager has not released resources for project activities. What should the project manager do?

- A. Speak to the functional manager and request the release of the resources
- B. Inform a supervisor of the issue
- C. Ask the project sponsor for more resources
- D. Review the staff release plan to identify the appropriate action.

在情况汇报会上，一个弱矩阵型组织的项目经理意识到职能部门经理未释放项目活动资源。项目经理应该怎么做？

- A. 与职能经理谈话，并请求释放资源
- B. 通知该问题的主管
- C. 向项目发起人请求获得更多资源
- D. 查阅人员释放计划，确定相应措施

137. A project manager works on a project to develop stronger materials. To determine which combination or ingredients will produce a stronger material at a reasonable cost, what should the project manager consider?

- A. Quality circle
- B. Benchmarking
- C. Delphi technique
- D. Design of experiments

项目经理正在为一个开发更强材料的项目工作，若要确定哪种成分组合将以合理的成本生产处更强的材料，项目经理应该考虑哪一项？

- A. 品质圈
- B. 标杆对照
- C. 德尔菲技术
- D. 实验设计

138. Members of a project team have widely varying degrees of knowledge and organizational influence. What tool or technique can help the project manager ensure that the project estimation phase is as complete and accurate as possible?

- A. Delphi technique
- B. Brainstorming
- C. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- D. Three-point technique

项目团队成员拥有广泛的各种知识水平和组织影响力。下列哪一项工具或技术能够帮助项目经理确保项目估算阶段尽可能完整和准确？

- A. 德尔菲技术
- B. 头脑风暴
- C. 优势、劣势、机会与威胁（SWOT）分析
- D. 三点技术

139. A project manager is creating the change management plan for the project management plan. The project manager uses existing forms from the corporate change control system as exhibits. And lists members of the change control board (CCB) who will finalize the change approvals. Which of the following groups will comprise this CCB primarily?

- A. Project quality assurance
- B. Project mentors
- C. Project subject matter experts
- D. Project stakeholders

项目经理正在为项目管理计划创建变更管理计划。项目经理使用企业变更控制系统的现有格式作为附件并列出了将最终批准变更的变更控制委员会（CCB）成员名单。下列哪个组织将主要构成 CCB 的成员？

- A. 项目质量保证
- B. 项目导师
- C. 项目主体专家
- D. 项目干系人

140. What tool or technique should a project manager use when preparing project closeout documents?

- A. Regression analysis
- B. Histogram
- C. Control chart
- D. Check sheet

在制作项目收尾文件时，项目经理应该使用哪一项工具或技术？

- A. 回归分析
- B. 直方图
- C. 控制图
- D. 检查表

141. Despite periodic project status updates to the customer. The customer's senior management is surprised by some of the updates provided during the quarterly updates. Upon review. It was identified that the periodic project status updates were not being channeled to senior management. What should the project manager update to avoid this issue in the future?

- A. Issue management procedures
- B. Stakeholder management plan
- C. Stakeholder distribution list
- D. Communications management plan

虽然向客户定期更新项目状态，客户的高级管理层竟然对每季度更新中提供的一些更新感觉到吃惊。审查时发现定期项目状态更新未传达给高级管理层。若要在将来避免这个问题，项目经理应该更新下列哪一项？

- A. 问题管理程序
- B. 干系人管理计划
- C. 干系人分发表
- D. 沟通管理计划

142. A team member gives the project manager a training manual that is part of a deliverable expected the next day. The project manager finds several errors that could result in customer rejection of the deliverable. What should the project manager do?

- A. Correct the errors and forward the revised manual to the customer
- B. Escalate the issue to the team member's supervisor
- C. Ask the team member to fix the errors
- D. Negotiate a new delivery date with the customer

团队成员向项目经理提供一份培训手册，这份培训手册属于预期在明天交付的可交付成果组成部分。项目经理发现了几个可能导致客户拒收可交付成果的错误。

项目经理应该怎么做？

- A. 纠正错误，并向客户提交修订后的手册。
- B. 将问题上报给该团队成员主管。
- C. 让团队成员修正错误。
- D. 与客户协商一个新的交付日期。

143. A stakeholder with high influence and impact asks for daily project update.

Since this stakeholder could impede project progress. What should the project manager do?

- A. Tell the stakeholder that they will receive weekly project status meeting updates per the stakeholder management plan.
 - B. Ask a supervisor for guidance.
 - C. Call the stakeholder to let them know that any issues will be immediately conveyed.
 - D. Meet with the stakeholder to review the stakeholder management plan.
- 一名具有高度影响力的干系人要求每日提供项目更新。由于这名干系人可能阻碍项目进展。项目经理应该怎么做？
- A. 告诉该干系人他们将按照干系人管理计划收到每周项目状态会议更新。
 - B. 请求主管提供指导。
 - C. 打电话联系该干系人，让其了解将被立即传送的任何问题。
 - D. 与该干系人会面，一起审查干系人管理计划。

144. A project manager identifies a risk that. If it occurs, would impact the project schedule. A project buffer is introduced to diminish this impact. What did the project manager use?

- A. Critical path method (CPM)
- B. Risk mitigation
- C. Critical chain method (CCM)
- D. Reserve analysis

项目经理识别到一个风险，如果该风险发生，将影响项目进度计划，引入项目缓冲来降低这个影响。项目经理使用的是下列哪一项？

- A. 关键路径法（CPM）
- B. 风险减轻
- C. 关键链法（CCM）
- D. 储备分析

145. During the execution an infrastructure project earthquake occurs contingency reserve is already depleted; the management reserve is US\$10,000. What should the project manager do?

- A. Analyze the impact of the damages.
- B. Use the contingency reserve budget.
- C. Accept the risk.
- D. Issue a change request for a budget transfer.

在执行一个基础设施项目期间，发生了大地震。应急储备已所剩无几：管理储备为1万美元，项目经理应该怎么做？

- A. 分析损害的影响
- B. 使用应急储备预算
- C. 接受风险
- D. 签发一个预算转移变更请求

146. A new project is initiated to replace an unsuccessful project. During project execution increased delivery periods still cause substantial schedule delays. What should the project manager have updated?

- A. Procurement statement of work (SOW)
- B. Procurement management plan
- C. Risk register
- D. Work performance reports

为了替换一个不成功的项目，一个新项目被启动，在项目执行期间，增加的交付期仍然导致项目进度大幅延迟。项目经理理应更新下列哪一项？

- A. 采购工作说明书（SOW）
- B. 采购管理计划
- C. 风险登记册
- D. 工作绩效报告

147. To develop a project prototype. A project manager must purchase three ounces of gold. The current market value is US\$1,200 per ounce however. Due to the fluctuating gold market, the price has gone as high as US\$1,724 and as low as US\$976. Using the triangular distribution method. How much should the project budget for the gold?

- A. US\$1,250
- B. US\$1,300
- C. US\$3,750
- D. US\$3,900

为了制作项目原型，项目经理必须采购三盎司的黄金。当前的市场价值为每盎司1200美元，但是，由于黄金市场的波动，价格可高达1724美元，低至976美元。利用三角分布法，项目经理采购黄金的预算应为多少？

- A. 1250 美元
- B. 1300 美元
- C. 3750 美元
- D. 3900 美元

148. A project manager is assigned to a project that is in progress. In which of the following documents would a new project manager find information regarding the scope baseline?

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

一名项目经理被任命管理一个正在执行当中的项目。新项目经理可以在下列那一份文件找到范围基准方面的信息？

- A. 项目管理计划
- B. 项目范围说明书
- C. 项目章程
- D. 项目需求

149. Four months into a one-year project, the customer requests a change. The change control board (CCB) reviews and approves the change, but one stakeholder believes it is out of scope. What can the project manager reference to show that the change request was appropriate?

- A. Environmental enterprise factors
- B. Update project scope baseline
- C. Change management plan
- D. Organizational process assets

一个为期一年的项目进入四个月时，客户请求一项变更。变更控制委员会（CCB）评审并批准变更，但是一名干系人认为该变更超出范围。项目经理可以参考哪一项来证明变更请求是合适的？

- A. 事业环境因素
- B. 更新的项目范围基准
- C. 变更管理计划
- D. 组织过程资产

150. A component delivered by a key vendor fails to meet contract specifications. What should the project manager do?

- A. Mitigate the impact
- B. Add it to the risk register

- C. Perform a make-or-buy analysis
D. Review the procurement management process
由一个关键供应商交付的一个部件未能符合合同规格。项目经理应该怎么做？
A. 减轻影响
B. 将其添加进风险登记册
C. 开展自制或外购分析
D. 审查采购管理过程
151. On a construction project, a union delegate complains about the effort planned for some of the resources. What should the project manager do to resolve this situation?
A. Revise the scope management plan with the union delegate to resolve the conflict
B. Utilize stakeholder engagement management
C. Contact the human resources department for guidance
D. Identify the key issues and prioritize alternative decisions
在一个施工项目上，一名工会代表抱怨为其中一些资源所安排的工作。若要解决这种情况，项目经理应该怎么做？
A. 与工会代表一起修订范围管理计划来解决这个冲突
B. 利用干系人参与项目管理
C. 联系人力资源部门获得指导意见
D. 识别关键问题，并对替代决定排列优先顺序
152. A project's charter is approved, and its scopes is fully defined. To build the schedule, what input does the project manager need?
A. Project scope statement
B. Work breakdown structure (WBS)
C. Activity list
D. Organizational breakdown structure (OBS)
项目章程已获批准，且项目范围已充分定义。为了制定项目进度计划，项目经理需要哪项输入？
A. 项目范围说明书
B. 工作分解结构（WBS）
C. 活动清单
D. 组织分解结构（OBS）
153. What tool should the project manager use to demonstrate to the customer that the final product meets the business needs?
A. Work breakdown structure
B. Project scope statement
C. Requirements traceability matrix
D. Project management plan
项目经理应使用什么工具来向客户证明最终产品需求满足业务需求？
A. 工作分解结构
B. 项目范围说明书
C. 需求跟踪矩阵
D. 项目管理计划
154. A company recently launched a global project to replace its telephone systems. Since project team members are located in widespread geographic areas, the project manager needs to develop group cohesiveness. What should the project manager use?
A. Resource calendars
B. Team-building activities
C. Team performance assessments
D. Training
一家公司最近启动一个全球性项目，更换其电话系统，由于项目团队成员分布在

广泛的地理区域，项目经理需要发展团队凝聚力。项目经理应该使用下列哪一项？

- A. 资源日历
- B. 团队建设活动
- C. 团队绩效评估
- D. 培训

155. What is a project's status if the cost performance index (CPI) is 1.20, and the schedule performance index (SPI) is 0.95?

- A. Under budget and behind schedule
- B. Over budget and behind schedule
- C. Over budget and ahead of schedule
- D. Under budget and ahead of schedule

如果项目的成本绩效指数（CPI）为 1.20，进度绩效指数（SPI）为 0.95，那么项目处于什么状态？

- A. 低于预算但落后于进度
- B. 超出预算并落后于进度
- C. 超出预算但超前于进度
- D. 低于预算并超前于进度

156. A project sponsor decides to add a feature to the project that affects the project cost, schedule, and scope. The change is approved by the change control board. Which process governs the project manager's implementation of the approved change?

- A. Control Risk
- B. Control Cost and Schedule
- C. Direct and Manage Project Work
- D. Perform Integrated Change Control

项目发起人决定为项目增加一个功能，但影响项目成本、进度和范围。该变更已获得变更控制委员会的批准。下列哪一个过程可以管理项目经理实施批准的变更？

- A. 控制风险
- B. 控制成本和进度
- C. 指导和管理项目工作
- D. 实施整体变更控制

157. A project's senior manager asks individual team members for daily status updates. What should the project manager do?

- A. Allow team members to provide the updates to the senior manager
- B. Send the most updated status report to the senior manager
- C. Share the established communication process with the senior manager
- D. Invite the senior manager to daily team meetings

项目高级经理要求各团队成员每日更新状态。项目经理应该怎么做？

- A. 允许团队成员将更新提供给高级经理
- B. 将最近更新的状态报告发送给高级经理
- C. 与高级经理分享已建立的沟通过程
- D. 邀请高级经理参加每日团队会议

158. A project's outcome is highly sensitive to and depended upon financial market activity. Therefore, the company's financial advisor delivers daily exchange-rate forecasts. The project's budget was planned using a conservative scenario with high exchange-rate variations. The project manager now wants to review this budget to update the probability and impact of a possible new scenario using current financial conditions. To what should the project manager refer?

- A. Stakeholder register
- B. Risk register
- C. Lessons learned

D. Marketplace conditions

项目结果对金融市场活动具有高度敏感性和依赖性。因此，公司的财务顾问提交了每日汇率预测。项目预算规划使用了具有高汇率变化的保守情景。项目经理现在希望评审这个预算，使用当前的金融条件更新一个可能的新情景的概率和影响。项目经理应该查阅哪些文件？

- A. 干系人登记册
- B. 风险登记册
- C. 经验教训
- D. 市场条件

159. During project execution, a team member fails to comply with the most recently approved change. What should the project manager do?

- A. Identify the preventive action
- B. Update the project management plan
- C. Update the risk management plan
- D. Identify the corrective action

在项目执行期间，一名团队成员未能遵守最近批准的变更。项目经理应该怎么做？

- A. 识别预防措施
- B. 更新项目管理计划
- C. 更新风险管理计划
- D. 识别纠正措施

160. A project manager is working with stakeholders to define a proposed project's scope. The stakeholders are not working well together, and the project manager needs to intervene to remain on task. What should the project manager use to together large numbers of ideas for review and analysis?

- A. Idea/mind mapping
- B. Brainstorming
- C. Affinity diagram
- D. Nominal group technique

项目经理与干系人合作定义一个拟议项目的范围，干系人之间不能很好地合作，项目经理需要干预来保持项目进度。项目经理应使用下列哪一项来收集大部分意见用以评审和分析？

- A. 概念/思维导图
- B. 头脑风暴
- C. 亲和图
- D. 名义小组技术

161. When a procurement contract is terminated, what should a project manager do first?

- A. Advise the project sponsor
- B. Conduct a procurement audit
- C. Create the procurement file
- D. Update the lessons learned

终止采购合同时，项目经理首先应该怎么做？

- A. 通知项目发起人
- B. 执行采购审计
- C. 创建采购文件
- D. 更新经验教训

162. A company's global audit group discovers that a project's equipment operating and maintenance manual is non-compliant with organizational standards. What should the project manager do to prevent this in the future?

- A. Update the lessons learned
- B. Update the organizational process assets

- C. Update the project management plan
- D. Conduct a retrospective meeting

一家公司的全球审计小组发现，一个项目的设备运行和维护手册不符合组织标准。若要在将来避免这个问题，项目经理应该怎么做？

- A. 更新经验教训
- B. 更新组织过程资产
- C. 更新项目管理计划
- D. 召开一次回顾会议

163. A stakeholder from an internal department complains about receiving excessive emails about project buy-in strategy from the project manager. What should the project manager do?

- A. Refer to the communications management plan
- B. Review the stakeholder management plan
- C. Implement the conflict management strategy
- D. Execute the stakeholder management strategy

来自一个内部部门的关系人抱怨说收到项目经理发送的过多的项目买入策略和相关邮件。项目经理应该怎么做？

- A. 查阅沟通管理计划
- B. 审查干系人管理计划
- C. 实施冲突管理策略
- D. 执行干系人管理策略

164. After reviewing team members' skill profiles, the project manager determines specific required skills are missing. What should the project manager do to address this situation?

- A. Create a training plan to develop the needed skills
- B. Escalate the issue to senior management
- C. Adapt the project's scope to the skill sets of the team members
- D. Request new project team members with the project sponsor's assistance

审查完团队成员的技能情况后，项目经理发现缺少某些必要技能。为解决这种情况，项目经理应该怎么做？

- A. 创建一份培训计划，培养需要的技能
- B. 将问题上报给高级管理层
- C. 调整项目范围使之适应团队成员的技能集
- D. 在项目发起人的帮助下申请加入新项目团队成员

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

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

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

- A. 变更控制程序
- B. 问题日志
- C. 干系人管理计划
- D. 干系人登记册

166. New team members join a highly functioning team. Since some of the new team members lack the required competencies to perform required tasks, the number of defects increases. Where can the project manager find a proactive response to remedy this?

- A. Resource management plan
- B. Responsible, accountable, consult, and inform (RACI) matrix
- C. Activity resource requirements
- D. Work breakdown structure (WBS)

新团队成员加入一个高度运转的团队，由于一些新团队成员缺乏执行必要任务所需的能力，缺陷数量增加。项目经理可以在下列哪一项中找到补救这个问题的主动应对措施？

- A. 资源管理计划
- B. 执行、负责、咨询和知情（RACI）矩阵
- C. 活动资源需求
- D. 工作分解结构（WBS）

167. A global project, that involves teams from different nations, must be completed within four months. The project has already been delayed by two months. What should the project manager have done better during the initiation process?

- A. Clearly defined the work breakdown structure (WBS)
 - B. Identified the company's regional organizational process assets
 - C. Planned for project slacks and lags
 - D. Checked each region's resource activity and resource calendar
- 一个全球性项目，涉及来自不同国家的团队，必须在四个月内完成。该项目已经延迟两个月了，在项目启动阶段，项目经理最好应事先完成下列哪一项？
- A. 明确定义工作分解结构（WBS）
 - B. 识别公司的地区性组织过程资产
 - C. 计划项目的浮动量和滞后量
 - D. 检查每个地区的资源活动和资源日历

168. A key company initiative is progressing through the planning stages. The team baselines the project management plan and is ready to execute the project. What should the project manager do next?

- A. Schedule a meeting with key stakeholders to obtain approval to proceed
 - B. Set the project baselines in the project management information system (PMIS)
 - C. Begin execution in accordance with the project management plan
 - D. Reviewing the risk register for this key initiative
- 公司的一项关键计划正在进行规划阶段。团队制定项目管理计划的基准，并且已经准备好执行项目。项目经理下一步该怎么做？
- A. 安排一次与关键干系人的会议，获得继续批准
 - B. 在项目管理信息系统（PMIS）中设置项目基准
 - C. 开始按照项目管理计划执行
 - D. 审查这项关键计划的风险登记册

169. Due to a recent incident, a dissatisfied stakeholder files a complaint about a project that has been closed. What can the project manager do to help resolve this?

- A. Execute the relationship management plan
 - B. Consult with the project sponsor to manage the dissatisfied stakeholder
 - C. Review the project management information system (PMIS) archives
 - D. Update the risk register
- 由于最近发生的事故，一名不满的干系人对一个已经收尾的项目提出投诉。为帮助解决这个问题，项目经理应该怎么做？
- A. 执行关系管理计划
 - B. 咨询项目发起人，管理不满的干系人
 - C. 审查项目管理信息系统（PMIS）档案文件
 - D. 更新风险登记册

170. A project is near completion and another US\$12,000 is needed to finish the project. Even though US\$1 million has already been spent on the project, the project sponsor requires the project manager to stop the project for various circumstances. In this case the actual costs are?

- A. Direct costs for the project
- B. Part of the project's contingency reserve

C. Indirect costs for the project
D. Sunk costs not taken into account this decision
项目接近完工，但另需\$12,000 美元来完成该项目。虽然该项目已经花费\$100 万美元，出于各种情况，项目发起人要求项目经理停止该项目。在这种情况下，实际成本为：

- A. 项目的直接成本
- B. 项目应急储备的一部分
- C. 项目的间接成本
- D. 该决定不考虑沉没成本

171. A schedule analysis shows a total float of seven days for a three-month project. What should the project manager do next?

- A. Create a Gantt chart
- B. Request additional resources
- C. Analyze the critical path for possible risks
- D. Inform the customer

进度分析显示一个为期三个月的项目拥有七天的总浮动时间。项目经理下一步应该怎么做？

- A. 创建甘特图
- B. 请求额外的资源
- C. 分析关键路径的可能风险
- D. 通知客户

172. After approval of the project charter, the project manager wants to align project objectives to organizational strategy. What should the project manager do?

- A. Obtain the advice of subject matter experts (SMEs)
- B. Develop a stakeholder management plan
- C. Create a risk management plan
- D. Review the statement of work (SOW)

批准项目章程之后，项目经理希望让项目目标与组织战略保持一致。项目经理应该怎么做？

- A. 获得主题专家（SME）的建议
- B. 制定干系人管理计划
- C. 创建风险管理计划
- D. 审查工作说明书（SOW）

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

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

当创建概率和影响矩阵来支持项目风险分析时，项目团队认为最重要的是什么？

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

174. A project sponsor wants to determine how long it will take to recoup investment for each project in a portfolio. What financial technique should be used to calculate project returns?

- A. Net present value (NPV)
- B. Return on investment (ROI)
- C. Payback period
- D. Buy versus build

项目发起人希望确定将需要多长时间收回项目组合中每个项目的投资。应使用哪一种财务技术来计算项目回报？

- A. 净现值 (NPV)
- B. 投资回报率 (ROI)
- C. 回报期
- D. 外购与自制

175. A multi-year project is 80 percent complete, and the product launch is set for next year. Without consulting the team, the CEO issues a press release listing five features that are not part of the project scope. What should the project manager do?

- A. Meet with subject matter experts (SMEs) to discuss the potential impact on the timeline and budget
- B. Draft a change request to increase the budget and add resources
- C. Update the project management plan and budget
- D. Request additional resources

一个为期多年的项目已完成 80%，预定明年发布产品。在未咨询团队的情况下，CEO 发布一份新闻稿，列出不属于项目范围组成部分的五个功能。项目经理应该怎么做？

- A. 与主题专家 (SME) 开会讨论对时间线和预算的潜在影响
- B. 起草一份变更请求，增加预算和资源
- C. 更新项目管理计划和预算
- D. 请求额外的资源

176. To improve a product's end value, the client asks the project manager to upgrade a project's existing technology. Since this is outside of the original scope, what should the project manager do?

- A. Obtain change control board (CCB) approval
- B. Accept the request if the budget is increased
- C. Meet with the team to determine overall project impact
- D. Reject the request because it will delay the project

为改进某个产品的最终价值，客户要求项目经理升级项目的现有技术。因为这超出了原始范围，项目经理应该怎么做？

- A. 获得变更控制委员会 (CCB) 的批准
- B. 如果预算增加则接受该请求
- C. 与团队开会，确定对项目的总体影响
- D. 拒绝该请求，因为将延迟项目

177. Requirements for a new manufacturing process demand that product size cannot deviate by more than one millimeter. The manufacturing manager expresses concern that, over time, machine parts become worn and the limit might be exceeded. What basic quality tool should be used to monitor this?

- A. Cause-and-effect diagram
- B. Pareto diagram
- C. Checksheet
- D. Control chart

一个新的制造流程需求要求产品尺寸偏差不能超过一毫米。制造经理表达了担忧，随着时间过去，机器零件将发生磨损并可能超出限值。应使用哪一种基本质量工具来监测？

- A. 因果图
- B. 帕累托图
- C. 核查表
- D. 控制图

178. A project is being developed with project teams located four countries. Each Country's team be responsible for a separate part of the deliverable. The project manager realizes that it is imperative that all teams work collaboratively. What should the project manager do to ensure that all teams follow the project management plan?

- A. Conduct a virtual kick-off meeting

- B. Offer recognitions and rewards
- C. Provide ground rules
- D. Define team performance assessments

一个项目是由位于四个国家的项目团队共同开发的。每个国家的团队将负责可交付成果的一个独立部分。项目经理意识到必须让所有的团队协同工作。为确保所有的团队遵循项目管理计划，项目经理应该怎么做？

- A. 召开一次虚拟的项目启动大会
- B. 提供认可与奖励
- C. 提供基本规则
- D. 定义团队绩效评估

179. A project team member adds new product features that may improve customer satisfaction. However, these features were not included in the product scope. Of what is this an example?

- A. Scope creep
- B. Scope baseline adjustment
- C. Specification limits
- D. Project change request

项目团队成员增加了可能改善客户满意度的新产品功能。但是，这些功能未包含在产品范围之内，这属于下列哪一项的事例？

- A. 范围蔓延
- B. 范围基准调整
- C. 规格界限
- D. 项目变更请求

180. During the project close-out meeting, the project manager announces that a key deliverables accepted performance criteria were unmet. Therefore, the client organization is refusing to accept product ownership. The project manager and project team are needed for another project and are unavailable to complete closing out this key deliverable. Who has the authority to decide if the project can be closed?

- A. Project sponsor
- B. Functional manager
- C. Project management office (PMO) manager
- D. Project manager

在项目收尾会议期间，项目经理宣布一项关键可交付成果的公认性能标准未得到满足。因此，客户组织拒绝接受产品所有权。但另一个项目需要项目经理和项目团队，无法完成这项关键可交付成果的收尾工作。谁有权决定项目是否能够收尾？

- A. 项目发起人
- B. 职能经理
- C. 项目管理办公室（PMO）经理
- D. 项目经理

181. The change control board (CCB) approves a preventive action proposed by a project team member. What should be done next?

- A. Perform the integrated change control process
- B. Revise the communications management plan
- C. Implement the preventive action
- D. Evaluate the impact of the preventive action

变更控制委员会（CCB）批准了由一名项目团队成员提出的预防措施。下一步应该怎么做？

- A. 执行整体变更控制过程
- B. 修订沟通管理计划
- C. 实施预防措施
- D. 评估预防措施的影响

182. During the early stages of a project to design and manufacture complex equipment, the client asks the project manager for an increase in the equipment's capacity. This will negatively impact the project's schedule and cost variance (CV). What should the project manager do?

- A. Freeze the design phase, and ask the project sponsor for approval of the change
 - B. Analyze the impact of the change, and submit a change request
 - C. Reject the change due to its negative impact
 - D. Immediately implement the change to prevent project delays
- 在一个设计和制造复杂设备的项目早期阶段，客户让项目经理增加设备容量。这将对项目进度和成本偏差（CV）产生负面影响。项目经理应该怎么做？
- A. 冻结设计阶段，并要求项目发起人批准变更
 - B. 分析变更的影响，并提交变更请求
 - C. 由于其负面影响，拒绝变更
 - D. 立即实施变更，预防项目延期

183. Prior to paying a supplier's invoice, a project manager verifies that physical work was actually performed. The Project manager is focusing on the critical relationship between actual cost and physical work performed. The project manager is utilizing a simple form of which tool or technique?

- A. Inspection
- B. Benchmarking
- C. Earned value management (EVM)
- D. To-complete performance index (TCPI)

在支付供应商的发票之前，项目经理确认工作已实际执行，项目经理关注的是实际成本和已执行工作之间的关键关系。项目经理使用的是哪一项工具或技术的简单形式？

- A. 检查
- B. 标杆对照
- C. 挣值管理（EVM）
- D. 完工尚需绩效指数（TCPI）

184. After project charter approval, what critical item should the project manager consider when planning procurement activities?

- A. Work breakdown structure (WBS)
- B. Procurement management plan
- C. Enterprise environmental factors
- D. Human resource management plan

在项目章程批准之后，在规划采购活动时，项目经理应考虑哪个关键事项？

- A. 工作分解结构（WBS）
- B. 采购管理计划
- C. 事业环境因素
- D. 人力资源管理计划

185. A project's first implementation phase is complete, but defect rates surpass the threshold in the quality management plan. The project manager must determine what did and did not go well during quality control activities, and how the process could be improved. During what process should these activities be implemented?

- A. Close Project or Phase
- B. Perform Integrated Change Control
- C. Manage Quality
- D. Plan Quality Management

项目的第一个实施阶段已完成，但缺陷率超过质量管理计划的临界值。项目经理必须确定在质量控制活动中哪些工作做得好、哪些工作做得不好以及如何改进过程。这些活动应该在哪个活动过程中实施？

- A. 结束项目或阶段
- B. 实施整体变更控制

- C. 管理质量
- D. 规划质量管理

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

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

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

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

187. A company has successfully completed two projects. What should the project manager do when developing a project charter for a similar project?

- A. Initiate a kick-off meeting
- B. Assign key resources from the completed projects
- C. Review the previous project's lessons learned
- D. Conduct a cost-benefit analysis

一家公司已经完成两个项目。在为一个类似项目制定项目章程时，项目经理应该怎么做？

- A. 召开项目启动大会
- B. 分配已完成项目的关键资源
- C. 审查之前项目的经验教训
- D. 进行成本效益分析

188. After a week of trying to resolve a critical security issue, the team informs the project manager that additional time is needed. This will delay the project schedule. What should the project manager do?

- A. Acquire more resources to meet the project schedule
- B. Issue a change request
- C. Inform the affected stakeholders
- D. Update the risk register

在尝试解决一个关键安全问题一周后，团队通知项目经理需要额外的时间，这将延迟项目进度。项目经理应该怎么做？

- A. 获得更多资源满足项目进度计划
- B. 签发变更请求
- C. 通知受影响的干系人
- D. 更新风险登记册

189. A project manager is creating a monthly process report. Provided information shows that the actual cost (AC) is US\$200,000, the cost performance index (CPI) is 0.85, and the planned value (PV) is US\$230,000. What would explain this?

- A. Resources have been pulled away to another project
- B. Resources have been crashed to improve productivity
- C. Resources are finding the scope more challenging
- D. Resources are working more efficiently than expected

项目经理正在创建一份月度进度报告。提供的信息显示实际成本（AC）为 20 万美元，成本绩效指数（CPI）为 0.85，计划价值（PV）为 23 万美元。这说明了什么？

- A. 资源已被拉到另一个项目上了
- B. 资源已经赶工提高生产率

- C. 资源发现范围更有挑战性
- D. 资源的工作比预期更有效率

190. A company director decides to distribute the next version of a mobile application for free, but still requires to generate the same revenue as the previous version. What should the project manager do next?

- A. Conduct an earned value (EV) analysis
- B. Perform an expected monetary value (EMV) analysis
- C. Create a model of market conditions
- D. Obtain a business case from the project sponsor

一家公司总监决定免费发布下一个手机应用版本,但仍要求其产生与前一个版本同样的收入。项目经理下一步因该怎么做?

- A. 执行挣值(EV)分析
- B. 执行预期货币价值(EMV)分析
- C. 创建一个市场条件模型
- D. 获得项目发起人提供的商业论证

191. A local supplier is unable to meet a delivery date. The project team did not anticipate this new threat to the supply of the product. Importing this product will cost the project twice the price that the local vendor charges. What should the project manager use to fund this effort?

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

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

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

192. After corporate merger, a project manager notices that key project stakeholders are frequently arguing in meetings where the project charter is being reviewed. What should the project manager do?

- A. Reduce the number of stakeholders
- B. Refer to the stakeholders management plan
- C. Identify an unbiased facilitator to run the meetings
- D. Ask senior management to attend the meetings

在一家公司合并之后,项目经理注意到关键项目干系人经常在项目章程评审会议上争论。项目经理应该怎么做?

- A. 减少干系人的数量
- B. 查阅干系人管理计划
- C. 确定一名公正的调解人主持会议
- D. 让高级管理层参加会议

193. A project manager identifies the root cause of a quality issue and implements corrective. What should the project manager do next?

- A. Conduct an inspection of the issue
- B. Update the lessons learned documentation
- C. Revise the checksheets and organize the facts
- D. Perform a variance analysis

项目经理识别到一个质量问题的根本原因,并实施了纠正措施。项目经理下一步应该怎么做?

- A. 对问题开展检查
- B. 更新经验教训文档
- C. 修订核对表,并整理该事实

D. 执行偏差分析

194. During an IT hardware manufacturing project, the project manager discovers that certain batches of components are failing quality inspections. What should the project manager use to lower the failure rate?

- A. Control chart
- B. Tornado diagram
- C. Probability and impact matrix
- D. Fishbone diagram

在一个 IT 硬件制造项目中，项目经理发现组建的某些批次未能通过质量检查。项目经理应该使用什么来降低失败率？

- A. 控制图
- B. 龙卷风图
- C. 概率和影响矩阵
- D. 鱼骨图

195. A customer claims that they have not received updated project information. What should the project manager have used to keep this customer informed?

- A. project management information system (PMIS)
- B. Stakeholder analysis
- C. Performance reporting
- D. Records management system

客户称她们未收到更新的项目信息。项目经理应利用下列哪一项来保证客户获得通知？

- A. 项目管理信息系统（PMIS）
- B. 干系人分析
- C. 绩效报告
- D. 记录管理系统

196. A client is dissatisfied with a project's deliverables and refuses to pay the final invoice. The team completed all deliverables on time and on budget. What should the project manager do?

- A. Use the management serve
- B. Validate the deliverables with the customer to obtain acceptance
- C. Enforce the contract terms
- D. Transfer the deliverables and finish the project

客户对项目的可交付成果不满意，拒绝支付最后一份发票。团队按时按预算交付了产品。

项目经理应该怎么做？

- A. 使用管理储备
- B. 与客户一起核实可交付成果获得验收
- C. 执行合同条款
- D. 转移可交付成果，完成该项目

197. A shortage of local resources is encountered midway through a fixed-price project. This forces the project manager to use resources from global teams at a high cost. As a result of this cost increase, an internal manager refuses to support the project. Since the project manager has already committed to the client's delivery date. What should they do?

- A. Create a change request, and negotiate a new price with the client
- B. Explore the options, review the negotiations, and seek common ground
- C. Delay the project until local resources are available
- D. Consider the manager's concerns, but escalate the issue

在一个固定总价项目中途遇到缺少当地资源的问题。这迫使项目经理以较高的成本使用来自全球团队的资源。由于成本增加，一名内部经理拒绝支持项目。由于项目经理已经承诺客户的交付日期，此时应该怎么做？

- A. 创建变更请求，并与客户协商一个新价格
- B. 探讨解决方案，评审谈判，并寻求共同点
- C. 延迟项目，直至当地资源可用为止
- D. 考虑经理的担忧，但将问题上报

198. A project manager must create a realistic budget for a start-up company's new product development initiative. After generating the work breakdown structure (WBS), what should the project manager develop the cost management plan?

- A. Parametric estimating
- B. Three-point estimating
- C. Bottom-up estimating
- D. Analogous estimating

项目经理必须为一家初创公司的新产品开发计划创建一份切合实际的预算。在生成工作分解结构（WBS）后，项目经理应使用下列哪一项来制定成本管理计划？

- A. 参数估算
- B. 三点估算
- C. 自下而上估算
- D. 类比估算

199. An outside vendor delivers a project item on time and within budget. However, it fails to meet quality standards and is rejected. The vendor must rework the item, which will cause a project delay. What should the project manager do to avoid future procurement issues?

- A. Conduct periodic inspections and audits
- B. Renegotiate the vendor contract
- C. Update the quality management
- D. Enforce the contract's penalty clause

一名外部供应商按时按预算交付了一个项目事项。但却未能满足质量标准并被拒收，供应商必须对该事项返工，而这将导致项目延期。若要避免未来的采购问题，项目经理应该怎么做？

- A. 进行定期检查和审计
- B. 重新协商供应商合同
- C. 更新质量管理计划
- D. 执行合同的出发条款

200. A company is planning the development of a new product. The project manager has identified that the project team has little experience with the required new technology. What should the project manager do to gather experienced knowledge?

- A. Consult subject matter experts (SMEs)
- B. Perform a checklist analysis
- C. Implement an assumptions analysis
- D. Use benchmarking

某公司正在计划开发一款新产品。项目经理已识别到项目团队对要求的新技术经验甚少，若要收集有经验的知识，项目经理应该怎么做？

- A. 咨询主题专家（SME）
- B. 执行核对表分析
- C. 实施假设分析
- D. 使用标杆对照