1、[单选] 一家咨询公司的负责人启动一个项目来扩大公司提供的服务数量，这家公司具有竞争优势、出色的企业知识以及卓越的声誉,高管团队担心增加新服务可能给业务结果带来负面影响。若要评估负面业务结果的可能性和影响，项目经理应该使用什么？

The owner of a consulting company initiates a project to the expand the number of services the company provides.The executive team is concerned about the potential for negative business outcomes associated with adding new services.To evaluate the probability and impact of negative business outcomes,what should the project manager use?

○ A：因果图

Cause-and-affect diagram

○ B：预测

Forecasting

○ C：制定决策

Make decisions

○ D：风险评估矩阵

2、[单选] 一个项目的延迟交付，且需要进行变更才能获得理想的可交付成果质量级别，项目经理签发正式的变更请求，并与所有相关方沟通变更，然后项目经理得知这种沟通方式未能满足相关方的期望。项目经理应该怎么做？

A Project is delayed and a change is needed to obtain the desired quality level of the deliverables.The project manager issue a formal change request and communication the change to all stakeholders.The project manager then learned that this communications approach failed to meet the expectations of the stakeholders. What should the project manager do?

○ A：审查沟通管理计划和相关方参与计划

Review the communication management and stakeholder engagement plan

○ B：签发变更请求，在项目管理计划中包含相关方的期望

Issue a change request and include the expectations of the stakeholders in the project management plan

○ C：与项目发起人开会，以更好地了解相关方的期望

Meet with the project sponsor to better understand stakeholder's expectations

D：遵循沟通管理计划，并签发一份状态报告

3、[单选] 项目经理领导一支经验丰富的团队，该团队由职能员工和顾问组成，在一次特色全国性活动上为一项成功产品推出促销版本，该产品版本必须及时推出。制定风险管理计划时，项目经理应该怎么做？

The project manager leads an experienced team of functional staff and consultants who release a promotional version of a successful product that must be releaseed in time for a unique national event. What should the project manager do when developing a risk management plan?

A：采用风险共存方法来处理项目风险，因为这种产品版本将是短暂性的

Use risk coexistence methods to deal with project risks, as this product version will be transient

B：执行预期货币价值（EMV）分析，确定成功概率

Perform Expected Monetary Value(EMV) analysis to determine the probability of success

C：使用初始产品发布中的风险核对单

Use the risk checklist in the initial product release

D：与团队一起头脑风暴识别风险

4、[单选] 一个更换关键应用程序的项目将影响多个内部和外部服务。在规划过程中，拥有这些服务的项目相关方未能承诺履行约定活动。项目经理应该如何改进项目相关方的参与程度？

A project that replaces critical applications will affect multiple internal and external services.During the planning process,project stakeholders with these services failed to commit to the agreed activities.How should the project manager improve the participation of the project stakeholders?

A：用谈判和沟通

Negotiating and communicating

B：将这种情况上报给指导委员会

Report this to the Steering Committee

C：准备一份概率和影响矩阵

Prepare a probability and impact matrix

D：将这种情况记录在问题日志中

5、[单选] 一家公司的法律部门请求一项变更，而该变更将会影响到进度基准。但是，发起人并不认为这项变更是必要的，并希望保持发布日期。项目经理应该怎么做？

A company's legal department requests a change that will affect the schedule baseline.However,the sponsor does not think this change is necessary and wants to keep the launch date.What should the project manager do?

A：批准该变更，并应用进度优化技术来保持相同发布日期

Approve the change, and apply schedule optimization techniques to keep the same launch date

B：拒绝该变更，因为项目发起人并不认为该变更是必要的

Reject the change,as the project sponsor does not think the change is necessary

C：分析所有可能的影响，并向变更控制委员会(CCB)提交变更及其影响

Analyze all possible implications,and present the change and its impacts to the change control board(CCB)

D：向承包商咨询该变更的可行性，并根据他们的专家意见作出决定

6、[单选] 一家公司希望与供应商签订为期 15 年的合同，项目经理应建议哪种合同类型？

A company wants to sign a 15-year contract with a supplier. Which type of contract should the project manager recommend?

A：固定总价合同

Firm Fixed Price(FFP)

B：总价加激励费合同

Fixed-Price-Incentive-Fee(FPIF)

C：工料合同

Time and Material(T&M)

D：总价加经济价格调整合同

7、[单选] 在一个项目的用户验收阶段，一些用户抱怨他们的期望未得到满足，项目经理事先应该采取哪一个不同做法？

During a project's user acceptance stage,some user's complain that their expectations have been unmet.What should the project manager have done differently?

   A：考虑相关方的反馈

Considered stakeholder feedback

   B：执行风险评估

Conducted risk assessments

   C：实施冲突管理技术

Conducted risk assessments

   D：与用户建立一种专业关系

8、[单选] 一位相关方要求更频繁，更详细地更新项目状态。该相关方也表示有兴趣协助该项目。项目经理下一步该怎么做？

A stakeholder requests more frequent and detailed updates on the project's status.The stakeholder also expresses interest in helping with the project.What should the project manager do next?

   A：尽快发送详细的状态报告并更新相关方登记册

Send detailed status reports as soon as possible and update the stakeholder register

   B：将该相关方包含在所有详细的项目状态沟通中,并将该相关方的参与程度更新为支持

Include this stakeholder in all detailed project status communications and update the stakeholder's engagement level to supportive

   C：与团队开会以审查相关方登记册并重新评估角色和报告要求

Meet with the team to review the stakeholder register and reassess the roles and reporting requirements

   D：更新具有同样参与程度的所有相关方的详细状态报告

9、[单选] 项目经理正在开展与 IT 系统开发相关的项目。负责安装服务器的一位团队成员询问项目经理是否可以订购具有比原计划更快处理器的服务器。这款服务器来自同一制造商，成本大致相同。主题专家(SME)分析并确定已遵循纠正措施和变更管理程序。项目经理下一步应该怎么做？

A project manager is working on a project related to IT system development.A team member responsible for installing a server asks the project manager if it is acceptable to order a server with a faster processor than planned.The server is from the same manufacturer and costs approximately the same.Subject matter experts (SMEs) analyzed and determined corrective actions and change management procedures were followed. What should the project manager do next?

    ⚪   A：更新问题日志，变更请求和工作绩效数据

Update the issue log, change request, and work performance data

    ⚪   B：批准变更请求，更新项目管理计划并评估事业环境因素

Approve the change request, update the project management plan, and assess the enterprise environmental factors

    ⚪   C：更新项目文件、项目管理计划和工作绩效报告

Update the project documents, project management plan, and work performance reports

    ⚪   D：与相关方沟通、更新变更日志并执行变更

10、[单选] 一项新功能被批准用于软件开发项目。在该功能获得批准三周后，一位团队成员得知这项新功能的开发已经超出预算。项目经理下一步应该怎么做？

A new functionality is approved for a software development project. Three weeks after approval a team member realizes that the development of this new functionality is already over budget, What should the project manager do next?

    ⚪   A：接受预算超支，因为该功能已获得批准

Accept the budget overrun because it is already approved.

    ⚪   B：停止开发新功能

Stop developing the new functionality

C：提交变更请求

Submit a change request

　D：更新成本基准

11、[单选] 项目经理、团队成员以及若干相关方共同参与一次风险研讨会。已经根据风险管理计划生成并提供一份风险报告。若要为各个项目风险进行优先级排序，现在必须执行哪一项分析？

The project manager, team members, and several stakeholders participated in a risk workshop.A risk report was produced and delivered according to the risk management plan. To prioritize individual project risks, which analysis must be performed now?

　A：定量风险分析

Quantitative risk analysis

　B：根本原因分析

Root cause analysis

　C：偏差分析

Variance analysis

　D：定性风险分析

12、[单选] 一个项目团队成功实现了一个关键里程碑。为此，团队满足了一个新工艺的关键技术需求，然后使用该工艺开发了几个类似可交付成果的第一个。项目经理下一步应该怎么做？

A project team successfully achieved a key milestone. To do this, the team met critical technical requirements on a new process, and then used the process to develop the first of several similar deliverables. What should the project manager do next?

　A：开展绩效评估

Conduct performance appraisals

　B：将该项目移交给运营团队

Transition the project to the operations team.

　C：记录经验教训

Document lessons learned

○   D：确保已记录最终成本

13、[单选] 项目经理想要采购一些订制产品，且可以从多个供应商处获得相同等级和质量的订制产品。若要确保他们的报价具有可比性，采购包中应包含哪些内容？

The project manager wants to procure some customized products that are available in identical grade and quality from multiple vendors. What should be included in the procurement package to ensure that their offers will be comparable?

○   A：定制产品的成本估算

A cost estimate of the customized products.

○   B：详细说明所需产品必须属性和测量指标的工作说明书(SOW)

A Statement Of Work (SOW) specifying the required attributes and metrics of requested products

○   C：经批准的项目范围说明书，工作分解结构（WBS)和 WBS 词典

The approved project scope statement, Work Breakdown Structure(WBS), and WBS dictionary

○   D：风险管理计划以及风险管理审查报告

14、[单选] 在识别一个新项目的风险时，项目团队考虑到以下内容：1.一次罕见的自然灾害可能会撞击建筑物并导致建筑物倒塌 2.存储所有项目技术数据的现有数据库已过时，并可能会失效。 项目经理应该怎么做？

While identifying risks on a new project, the project team considers the following:1.An unusual natural disaster might hit the building and cause it to fall. 2.The primary existing database storing all the project's technical data is outdated and might fail.What should the project manager do?

○   A：请求将项目转移给另一个区域的团队

Request the project to be transferred to a team m another geographical area

○   B：建议取消该项目

Advice the project to be canceled.

○   C：将该风险添加进风险登记册

Add the risks to the risk register

D：通知发起人这两种风险的概率和影响都非常低

15、[单选] 项目发起人指出，为确保项目成功，必须让客户意识到可能存在的延误和问题。为此，客户希望他们的技术团队直接与项目的技术团队进行沟通。若要确保这项请求得以解决，项目经理应该审查哪一份文件？
The project sponsor stated that to ensure the project success, the customer must be made aware of possible delays and issues. To achieves this, the customer wants their technical team to communicate directly with the projects technical team. To ensure that this request is resolved, which document should the project manager review?

A：沟通管理计划

Communications management plan

B：需求跟踪矩阵

Requirement traceability matrix

C：执行、负责、咨询和知情(RACI)矩阵

Responsible, Accountable, Consulted, and Informed (RACI) matrix

D：项目章程

16、[单选] 由于升职，一位新相关方加入到一个项目中。该相关方对其新角色的操作责任有良好的认识，但未接受过与该项目角色相关的培训。项目经理应该怎么做？
As the result of a promotion, a new stakeholder joins a project, The stakeholder has a good sense of the operational responsibilities of their new role, but has no training related to this role on project. What should the project manager do?

A：与新相关方开会，审查相关项目文件并收集背景信息，然后更新相关方登记册

Meet with the new stakeholder to review relevant project documents and collect background information, then update the stakeholder register.

B：请新相关方书面确认他们对新角色的理解，然后更新项目章程

Ask the new stakeholder for written confirmation of their understanding of the new role, then update the project charter

C：更新项目治理计划以添加这位新相关方，并包含相关责任的描述以反映这项变更

Update the project governance plan to add the new stakeholder and include a description of the associated responsibilities to reflect this change.

D：修订工作分解结构(WBS),以包含这位新相关方的相关可交付成果

17、[单选] 项目经理正在制定相关方参与计划，并识别到一位权力等级较高但在项目中兴趣较低的相关方，项目经理应该如何对待该相关方？

A project manager is developing the stakeholder engagement plan and identifies a stakeholder with a high level of power and a low level of interest in the project. How should the project manager deal with this stakeholder?

A：重点管理

Manage closely

B：随时告知

Keep informe

C：监督

Monitor

D：令其满意

18、[单选] 项目经理识别到项目相关方具有明显不同的需求和期望。为确保项目成功，项目经理应该怎么做？

The project manager identified that the project stakeholders had significantly different needs and expectations. What should the project manager do to ensure the success of the project?

A：应用推进技术

Application of propulsion technology

B：创建权力/影响方格

Create power / influence square

C：执行风险分析

Execution risk analysis

D：定义角色和职责

19、[单选] 在项目执行期间，某些任务所花的时间比预期长，团队成员之间存在一些分歧，并且发起人要求迅速采取行动来解决这个问题。项目经理应该怎么做？

During project execution, some tasks are taking longer than expected. There is some divisiveness among team members, and the sponsor is demanding quick action to resolve the issue.What should the project manager do?

　　　A：制定团队章程

Develop a team charter

　　　B：与团队一起审查团队章程

Review the team charter with the team.

　　　C：与人力资源部门和团队一起开会讨论这个问题

Meet with human resource department and the team to discuss the issue

　　　D：执行冲突管理过程

20、[单选] 一位团队成员急于将客户正在考虑的新功能添加到项目可交付成果中。在开始为这些新功能工作之前，需要谁的批准？

A team member is eager to add new features being considered by the customer to the project deliverable. Before beginning work on these new features, whose approval is required?

　　　A：项目经理

Project manager

　　　B：变更控制委员会(CCB)

Change control board(CCB)

　　　C：项目发起人

Project sponsor

　　　D：主题专家(SME)

21、[单选] 在一个价值 100 万美元的项目中途，项目经理进行挣值分析（EVA),分析显示计划价值（PV）为 623,000 美元，挣值（EV）为 523,000 美元，实际成本（AC）为 643,000 美元。根据这些数字，项目的成本偏差

（CV）和进度偏差（SV）分别是多少？

Midway through a US$1 million project, the project manager conducts an Earned Value Analysis (EVA).The analysis shows a Planned Value (PV) of US$623,000, an Earned Value (EV) of US$523,000, and an Actual Cost (AC) of US$643,000. Based on these numbers, what is the project's Cost Variance (CV) and Schedule Variance (SV)?

　　A：CV = +120.000 美元，SV = +100,000 美元

CV = +US$120,000, and SV = +US$100,000

　　B：CV = +100.000 美元，SV = +120,000 美元

CV = +US$100,000,and SV = +US$ 120,000

　　C：CV =-100.000 美元，SV =-120,000 美元

CV =-US$100,000, and SV =-US$120,000

　　D：CV =-120.000 美元，SV =-100,000 美元

CV =-US$120,000, and SV =-US$100,000

22、[单选] 项目发起人通知项目经理，最关键的项目标准是按时交付产品，客户对资源可用性没有时间限制，哪个行动会减少时间表，但会增加风险？

The project sponsor informs the project manager that the most critical project standard is to deliver the product on time. The customer has no time limit on resource availability. Which action will reduce the timetable, but will increase the risk?

　　A：添加团队成员

Add team members

　　B：并行执行活动

Parallel execution activity

　　C：外包项目执行

Outsourcing project execution

　　D：聘请高薪专家

23、[单选] 项目经理成功完成一个项目，需要收集在地理位置上分散的大量相关方的反馈意见。项目经理应该用什么沟通方法来收集反馈意见？

A project manager for a successfully completed project needs to collect

feedback from a large number of geographically dispersed stakeholders. What communication method should the project manager use to collect this feedback?

   ○ A：拉式沟通

Pull communication

   ○ B：推式沟通

Push communication

   ○ C：有效沟通

Effective communication

   ○ D：互动式沟通

24、[单选] 在新项目的相关方会议中,项目经理发现一名相关方对项目有抵触。项目经理记录这个问题，并对该相关方的参与程度评级。项目经理使用了哪项工具或技术来为相关方的参与程度评级？
In the relevant party meeting of the new project, the project manager found that a stakeholder was in conflict with the project. The project manager records the issue and ranks the stakeholder's participation. Which tool or technology does the project manager use to rate the level of participation of the parties involved?

   ○ A：相关方参与评估矩阵

stakeholders' participate in the evaluation matrix

   ○ B：风险概率和影响评估

Risk probability and impact assessment

   ○ C：人际关系技巧

Interpersonal skills

   ○ D：专家判断

25、[单选] 由于质量过程的问题，一个项目明显落后于进度计划。项目相关方坚持要求项目经理采取任何必要的行动来满足初始时间表。项目经理下一步应该怎么做？
Due to issue with the quality process, a project is significantly behind schedule. Project stakeholders insist that the project manager take any action

necessary to meet the original timeline. What should the project manager do next?

○ A：与相关方谈判质量标准并更新质量管理计划

Negotiate the quality standards with the stakeholders and update the quality management plan.

○ B：重新确定客户的需求清单优先级并调整项目范围

Re-determine customer requirements list priorities and adjust project scope

○ C：在风险登记册中记录所有问题并接受质量过程

Document all issues in the risk's register and accept the quality process.

○ D：审查质量核对单以确定根本原因并实施所需的变更

26、[单选] 在项目状态审查会议期间，显而易见的是，整体项目效绩低于预期的项目目标，并且一些关键的可交付成果未能满足客户的需求。项目经理应该怎么做？
During a project status review meeting, it becomes apparent that overall project performance fails short of excepted project objectives and that some key deliverables fail to meet customer's requirements. What should the project manager do?

○ A：更新范围管理计划并执行备选方案分析

Update the scope management plan and perform an alternative analysis

○ B：使用德尔菲技术并执行备选方案分析

Use Delphi technology and perform alternative analysis

○ C：执行趋势分析并更新质量管理计划

Conduct a trend analysis and update the quality management plan

○ D：执行根本原因和备选方案分析

27、[单选] 一家公司开始进行敏捷实践，以便更好的接触全球客户和市场，在过渡期间，很多团队都在与这个变化做斗争，因此影响士气,敏捷教练应该怎样做才能最好的利用敏捷实践并实现高绩效？
A cpmpany begins practicing agile to enative better access to global customers and the marketplace，during the transaction，many teams struggle with the changes，which affects moraine。what should an agile

coach do to cultivate the best use of agile practices and enable high performance？

    A：与团队成员单独开会，为他们提供项目及其对组织带来好处的一个大蓝图

Meet individually with team members to provide them with a big picture of the project benifits to the organization

    B：与团队及其经理紧密合作，通过辅导，指导，教学和推进来识别和解决问题

Work closely with teams and their managers to identitify and resolve issues through Mentoring，teaching， and facilitation

    C：仅在团队层面教导，提供有关期望的信息，并帮助个人提升技能

Coach only at the team level，providing information on expection，and help individual through upskilling

    D：获得相关方对团队有效性的反馈，并与团队分享

28、[单选] 一个项目已经启动，该项目拟标准化四个国家的人力资源模块开发。每个国家都有不同的人力资源管理流程。其中两个国家与相关方，没有提供任何意见，迫使项目经理在没有他们的意见下制定项目计划，并将其发送给四个国家的所有相关方进行批准。到目前为止已经收到三份批准。项目经理下一步应该怎么做？

A project to standardize the development of a human resource module across four countries has been initiated. Each country has different processes for human resources management. The non-commitment of stakeholders from two of the countries forced the project manager to create a project plan without their input. Therefore, the project manager created a project plan without their options, and sent it for approval to all four country stakeholders. Three approvals have been received so far. What should the project manager do next?

    A：开始项目执行，因为项目计划不需要所有相关方的意见

Begin project execution, as not all stakeholders input is required for the project plan

    B：开始项目，因为大多数相关方已经批准了这项计划

Start the project, as the majority of the stakeholders have approved the plan.

C：等到所有项目相关方都参与并批准项目计划,然后开展项目执行

Wait until all project stakeholders have contributed to, and approved, the project plan, and then begin project execution.

D：等待所有相关方的意见，然后由于大多数相关方已经批准，先开始项目执行

29、[单选] 两家公司之间的并购项目正处于启动阶段，显然这个项目对这两个组织产生影响。若要确保项目成功，发起人应关注下列哪一项？

A merger and acquisition project between two companies is in the initiation phase, and it is clear that this project will impact both organizations. What should the sponsor focus on to ensure project success?

A：明确定义项目目标，优先事项和战略

Clear definition of project objectives, priorities, and strategy

B：预算

Budget

C：沟通管理计划

Communications management plan

D：变更管理计划

30、[单选] 项目经理正在管理价值 300 万美元、涉及两个供应商的项目。项目经理为每名供应商创建了一份工作说明书(SOW)。下列哪一项需要 SOW 的信息?

The project manager is managing a $3 million project involving two vendors.The project manager created a Statement Of Work (SOW) for each supplier. Which of the following requires SOW information?

A：风险管理计划

Risk management plan

B：合同

Contract

C：采购管理计划

Procurement management plan

D：供应商范围说明书

Supplier scope statement

31、[单选] 在一个项目中，一位关键项目团队成员因私事请假两个月，项目经理首先应该怎么做？

Midway through a project,a key project team member requests two months leave for personal matters.What should the project manager do first?

A：询问这位关键团队成员是否可以推迟请假

Ask if this key team member can postpone the leave

B：与职能经理协商替换一名团队成员

Negotiate with the functional manager for a replacement

C：评估对项目的影响

Evaluate the impact on the project

D：审查资源管理计划

Review the resource management plan

32、[单选] 一家跨国公司的组织单位有大量的产品增强功能待办事项，这些产品增强功能是暂时保留的用户故事。待批准的预算申请在上周获得批准。作为初始程序的一部分，新任命的项目经理应该做些什么？

An organization unit of a multinational corporation has a very large backing of product enhancements described as user stories on hold.The pending budget was approved last week. What should the newly assigned project manager do as part of initial procedures?

A：记录项目生命周期和方法讨论需求

Document the project life cycle and methodology requirements

B：为所有用户故事制定一份进度计划

Prepare a schedule plan for all user stories

C：对所有用户故事执行风险评估

Perform a risk assessment for all user stories

D：根据以前相同产品的项目分配资源

Assign resource based on previous projects for the same product

33、[单选] 在项目结束时要求进行一项重要变更，虽然需要进行这项变更来解决可能影响业务连续性的紧急问题，但会延长进度计划并增加成本。项目经理下一步应该怎么做？

An important change is requested at the end of a project.While this change is needed to solve an urgent issue that could affect business continuity.It will extend the schedule and increase the cost What should the project manager do next?

○ A：拒绝该变更

Reject the change

○ B：提交变更请求

Submit a change request

○ C：实施该变更

Implement the change

○ D：沟通对预算和进度的影响

Communicate the impact on the budget and schedule

34、[单选] 项目经理识别到本地和虚拟团队成员之间的进度优先级存在冲突，项目经理安排了一次电话会议来管理这个冲突。项目经理使用的是哪种冲突解决技巧？

The project manager identifies scheduling priority conflicts among local and virtual team members.The project manager schedules a conference call to manage this conflict. What kind of conflict resolution technique did the project manager use?

○ A：缓和/包容

Smooth/accommodate

○ B：合作/解决问题

Collaborate/problem solve

○ C：强迫/命令

Force/direct

○ D：妥协/调解

Compromise/reconcile

35、[单选] 项目发起人对项目进行审查并对一些项目风险提出质疑，项目发起人要求项目经理分析这些风险对项目总体目标的影响。项目经理应该执行下列哪一项？

A project sponsor reviews the project and questions some of the project risks.The sponsor asks the project manager to analyze the effect of these risks on overall project objectives. What should the project manager conduct?

   A：定量和定性风险分析

Quantitative and qualitative risk analyses

   B：假设条件和制约因素分析

Assumption and constraint analysis

   C：优势、劣势、机会与威胁(SWOT)分析

Strengths,Weakness,Opportunity, and Threats(SWOT)analysis

   D：核对单分析

Checklist analysis

36、[单选] 管理层将一个国际项目分配给一位新项目经理。这是该项目经理第一次与团队合作，团队成员位于两个国家，数量平均分布，一个团队由最合适个人工作的成员组成，另一个团队由最适合团队工作的成员组成。项目经理该怎么做？

Management assign an international project to a new project manager.This is the first time the project manager has worked with an international team.Team members reside in two countries and are equally distributed.One team comprises of members who are most comfortable working as individuals,while the other i team comprises of members who are most comfortable working as a group. What should the project manager do?

   A：更新风险登记册

Update the risk register

   B：要求团队在项目期间以相似的风格工作

Require the team to work in the same style for the duration of the project

   C：修订沟通管理计划

Revise the communications management plan

D：为团队设置一个虚拟协作工具，以便每天签到

Set up a virtual collaboration fool the team to check-in each day

37、[单选] 一个项目团队成员已经延迟两次交付一个工作包，其职能经理已经通知项目经理，该团成员资历较新，需要时间学习。项目经理应该怎么做？
A project team member has delayed delivery of one work package twice, and his functional manager has notified the project manager that the team members are new and require time to learn. What should the project manager do?

A：要求职能经理替换该团队成员

Require the functional manager to replace the team member

B：与该团队成员私下讨论该问题

Discuss the issue privately with the team member

C：向该团队成员提供培训

Provide training to the team member

D：在团队会议上讨论该问题

Discuss the issue at a team meeting

38、[单选] 某位项目相关方要求对已批准的产品设计进行变更，程序员仅需少量工作就可进行这项变更。但是存在一个风险，即另一位相关方将不同意这项变更。项目经理应该怎么做？
A project stakeholder requires a change to an approved product design.To accommodate the change,minor efforts are required of programmers.However,there is a risk,however,that another stakeholder will not agree to this.

A：由于不存在重大的财务影响，因此实施这项变更

Implement the change as there is no significant financial impact

B：根据变更管理计划创建一份变更要求

Create a change request in accordance with the change management plan

C：请求项目发起人的批准

Request approval from the project sponsor

D：与相关方谈判接受这项变更

Negotiate the acceptance of the change with relevant stakeholders

39、[单选] 一名高管在生产上线期间加入敏捷团队，在上线之后，该高管希望知道 sprint 冲刺期间哪些进展顺利，以及哪些进展不顺利，该高管应该参加什么会议？

A senior executive joins an agile team during production go-live. following the go-live，The Executive wants to know what did and did not go well during the sprint。 What meeting should the executive have attended？

A：回顾会议

Retrospective

B：每日 scrum 会议

Daily scrum

C：sprint 评审会议

Sprint review

D：sprint 计划会议

Sprint planning

40、[单选] 在交付某个产品功能的迭代过程中，相关方要求提供不包含在计划工作范围内的一项新功能，该相关方威胁说，如果该新功能未包含在当前迭代中，将会把问题升级上报给高级管理层，若要解决这个问题，敏捷管理专业人士应该怎么做？

During the iteration to deliver a product's features，a stakeholder asks for a new feature that was not included in the planned scope of work，the stakeholder threatens to escalate the issue to senior management if this new features is not included in the current iteration，what should the agile practitioner do？

A：与该项目相关方开会，讨论现在仅实施部分新功能

Meet with the stakeholder to discuss implementation only part of the new feature now

B：与团队和产品负责人合作，重新确定此新功能的优先级

Collaborate with the team and product owner to reprioritize the new features

○ C：要求该项目相关方获得高级管理层的批准

Ask the stakeholder to obtain approval from senior management

○ D：向高级管理层请求指导

Request guidance from senior management

41、[单选] 项目可行性研究确定了应该创建什么产品。现在，开发与原始需求冲突的另一种产品的一项变更请求，已经获得批准，在变更请求获得批准前已进行数据分析。项目经理应该怎么做？
A project feasibility study determined what product should be created.Now,a change request has been approved to develop another product that contradicts the original requirements.Data analysis was conducted before the change request was approved. What should the project manager do?

○ A：实施该变更请求

Implement the change request

○ B：拒绝该变更请求

Reject the change request

○ C：请求详细的数据分析报告

Request a detailed report of the data analysis

○ D：请求新产品的可行性研究

Request a feasibility study of the new product

42、[单选] 一位团队成员通知项目经理，供应商延迟交付一个重要部件，由于潜在的影响，该团队成员希望项目经理允许直接通知发起人并生成与这种情况相关的警报。项目经理应该查阅哪一份计划？
A team member notifies the project manager that an important component has been delayed by a vendor.Because of the potential impact,the team member wants the project manager's permission to inform the sponsor directly and to generate an alert related to the situation. Which plan should the project manager review?

○ A：采购管理计划

Procurement management plan

○ B：沟通管理计划

Communications management plan

○ C：相关方参与计划

Stakeholder's engagement plan

○ D：风险管理计划

Risk managemen plan

43、[单选] 一名新项目经理收到一份项目章程草案，哪些信息将帮助项目经理参与完成这份文件？
A new project manager receives a draft of the project charter.What information will help the project manager participate in the completion of this document?

○ A：商业论证

Business case

○ B：项目进度计划

Project schedule

○ C：成本基准

Cost baseline

○ D：项目管理系统(PMIS)

Project management information system(PMIS)

44、[单选] 项目经理与一个由 15 人组成的团队召开会议，会议不断发生中断，会议目标几乎没有完成。若要解决这个问题，项目经理应该怎么做？
A project manager holds a meeting with a 15-member team.There are constant interruptions,and little is being accomplished. What should the project manager use to resolve this?

○ A：冲突管理

Conflict management

○ B：政治意识

Political awarenes

C：非语言沟通

Nonverbal awareness

D：积极倾听

Active listening

45、[单选] 一位新项目经理加入了由高级项目经理监督的项目，发起人要求新项目经理制定质量管理计划，项目经理应该怎么做？
A new project manager joins a project overseen by a senior project manager.The sponsor asks the new project manager to develop the quality management plan. What should the project manager do?

A：向高级项目经理咨询已制定的质量过程和计划,并在选择适当的标准时寻求指导
Consult with the senior project manager for established quality processes and plans,and ask fbr guidance in selecting the appropriate standards

B：与客户开会收集需求

Meet with the customer to collect requirements

C：要求发起人提供成本效益分析和标杆对照样本

Ask the sponsor for cost-benefits analyses and benchmarking samples

D：提交变更请求，以推迟质量管理计划的制定，直到质量矩阵和质量检查表被创造
Submit a change request to postpone the development of the quality management plan until quality metrics and quality checklists are created

46、[单选] 按照最初的计划继续工作，同时认识到该项目的规模已经大到由指导委员会取代单一的项目发起人。项目经理应该怎么做来适应这种新发展？
Continue to work as originally planned, recognizing that the project is large enough to be replaced by a single project sponsor by the Steering Committee.What should the project manager do to accommodate the new development?

A：认识到相关方结构发生了变化，并量身定做与这个团队的沟通

Recognize that there is a change in stakeholders structure and tailor communications to this group

○ B：继续按照初始计划工作，同时认识到项目现在包括其他相关方

Continue to work according to the initial plan while recognizing that the project now includes additional stakeholders.

○ C：为团队组织一次与新的指导委员会一起召开的会议，继续进行项目工作

Organize a meeting for the team with the new steering committee and continue work on the project

○ D：与新的委员会分享当前的状态报告

Share the current status report with the new committee

47、[单选] 一个项目经理完成一个主要的 IT 开发项目，项目经理与发布经理确认，所有系统都在工作，并且功能已经完成通过质量保证认证学习。通知客户后，项目经理下一步应该做什么？
A project manager completes a major IT development projects.The project manager confirms with the release manager that all systems are working and that functionality has been verified by the quality assurance learn.What should the project manager do next after notifying the customer?

○ A：以学习到的经验为基础更新组织知识库

Update the organizational knowledge base with the lessons learned

○ B：更新风险登记册、项目相关方和项目团队成员

Update the risk register,project stakeholders,and project team members

○ C：完成采购计划

Close out the procurement plan

○ D：验证并完成发布文档

Verify and complete the release documentation
正确答案：**D** 你的答案：**D**

48、[单选] 在一次迭代结束时,一位团队成员告诉项目经理，由于几天前出现无法解决的问题，一个计划任务未完成。若要在将来避免这种情况，项目经理应该怎么做？
At the end of an iteration, a team member tells the project manager that a planned task is unfinished because of an issue that appeared days ago but

unable to be resolved. What should the project manager do to prevent this type of situation in the future?

○ A：在回顾总结会议上讨论该问题

Discuss the issue during the retrospective

○ B：在演示中说明该问题

Explain the problem in the demo

○ C：在下一次迭代规划会上讨论该问题

Discuss the issue during the next iteration planning meeting

○ D：在下一次每日站会上审查该问题

Review the issue in the next daily stand up meeting

49、[单选] 在一个价值 50,000 美元的项目中途，项目经理进行挣值分析 (EVA)。结果显示计划价值(PV)为 25,000 美元，挣值(EV)为 20,000 美元，实际成本(AC)为 15,000 美元。根据这些结果，项目的状态是什么？
Midway through a US$50,000 project manager conducts an earned value analysis(EVA). There results show that the planned value (PV) is US$20,000, and the actual cost (AC) is US$15,000. Based on these results, what is the project's status?

○ A：落后于进度，并超出预算

Behind schedule and over budget

○ B：落后于进度，但低于预算

Behind schedule and under budget

○ C：超前于进度，并低于预算

Ahead of schedule and under budget

○ D：超前于进度，但超出预算

Ahead of schedule and over budget

50、[单选] 项目经理接到来自供应商的电话，说由于工厂发生洪水，可交付成果将发生严重延期，项目经理下一步应该怎么做？
The project manager received a call from the supplier saying that due to the flooding at the factory, the deliverables would be seriously delayed. What should the project manager do next?

○ A：检查协议或采购订单

Check agreement or purchase order

○ B：更新项目进度计划

Update the project schedule

○ C：提交一份合同变更请求

Submit a contract change request

○ D：确认工作说明书（SOW）

Confirm Statement Of Work

51、[单选] 在项目执行过程中，一位关键相关方对该项目经理实施一项风险规避策略的大量成本表示担心，项目经理应该告诉相关方什么信息？
During project execution, a key stakeholder expresses concern about the significant cost of a risk avoidance strategy being implemented by the project manager.What should the project manager tell the stakeholder?

○ A：如果这个风险变为现实，则项目成本可能高于高风险规避策略的成本

If the risk is realized, the cost of the project could be higher than the cost of the risk avoidance strategy

○ B：这个风险变成现实的概率很高，因此风险规避成本是必要的

There is a high probability that the risk will be realized and. therefore, the risk avoidance counts are necessary.

○ C：这个风险在风险登记册中的优先级和影响均较高

The risk has a high priority and impact on the risk register

○ D：他们将终止风险规避策略以减少项目费用

They will terminate the risk avoidance strategy to reduce project expense

52、[单选] 审查项目的高层级进度计划后，一位高级经理指出，项目经理对项目团队的核心工作时间所做的假设不正确。制定高层级项目进度计划时，项目经理应考虑什么？
After reviewing the project's high-level schedule, a senior manager pointed out that the project manager's assumptions about the project team's core working hours were incorrect. What should the project manager consider when developing a high-level project schedule?

○ A：风险因素

Risk factor

○ B：组织文化

Organizational culture

○ C：市场条件

Market conditions

○ D：地理分布

Geographical distribution

53、[单选] 公司的首席执行官每半年视察某个项目一次，若要确保与首席执行官的期望保持一致，项目团队应该确认哪一项？
The company's CEO visits a project once every six months. Which one should the project team confirm to ensure consistency with the CEO's expectations?

○ A：相关方登记册

Related party register

○ B：工作说明书（SOW）

Statement Of Work

○ C：团队沟通模板

Team communication template

○ D：项目预测文件

Project forecast file

54、[单选] 在制定资源管理计划时，一位项目经理得知，完成一项关键任务所需的技能组合供不应求且需求很高。项目经理将这个问题记录在资源管理计划中。若要包含这个问题，应该更新哪一份其他文件？
While developing the resource management plan,a project manager learns that the skill not needed to complete a critical task is in short supply and high demand.The project manager notes this in the resource management plan.Which other file should I update to include this question?

○ A：采购管理计划

Procurement management plan

○ B：风险管理计划

Procurement management plan

○ C：培训手册

Training manual

○ D：团队开发过程

Team development process

55、[单选] 在一个 IT 基础设施设备项目的执行阶段，IT 经理要求提供比预算中最初包含的服务器更昂贵的服务器，项目经理应该怎么做？
During the execution phase of an IT infrastructure project,the IT manager requests a more expensive server than the one that was initially included in the budget.What should the project manager do?

○ A：执行风险评估

Conduct a risk assessment

○ B：提出变更请求

Initiate a change request

○ C：在范围说明书中核实该请求

Validate the request with a scope statement

○ D：批准该请求

Approve the request

56、[单选] 项目团队正在努力进行可交付成果的工作，以满足计划的进度。一名团队成员发现范围蔓延正在影响项目成本。项目经理应该怎么做？
A project team is working hard on deliverables to meet the planned schedule.One team member identifies that scope creep is affecting project costs. What should the project management do?

○ A：执行风险评估和范围变更管理程序

Perform risk assessment and scope change management procedures

○ B：允许范围蔓延，并与变更控制委员会(CCB)沟通以获得批准

Allow the scope creep and communicate it to the Change Control Board(CCB) for approval

C：估算对项目的影响，并将结果传达给项目相关方

Estimate the impact on the project and communicate the findings to project stakeholders

D：调查为什么会发生范围蔓延，并立即启动变更管理程序

Investigate why scope creep occurred and immediately initiate change management

57、 [单选] 在项目的第一个里程碑退出阶段，质量管理团队只提出一些缺陷。当被问及测试过程程序时，团队确认只有一个批准的测试要求。项目经理应该怎么做？
During the exit phase of the project at the first milestone, the quality management team only raised some shortcomings. When asked about the test process, the team confirmed that there was only one approved test requirement. What should the project manager do?

A：执行管理质量过程

Implementing the management quality process

B：考虑更换项目的测试主管

Considering replace the project test supervisor

C：更新测试要求

Update test requirements

D：部署自动化测试工具

Deploy automated test tools

58、 [单选] 在收尾会议上，项目发起人表示根据项目评估，项目取得成功。但一位相关方却不同意，因为没有实现他们的需求。项目经理指出，相关方的需求在项目范围说明书中被称为项目除外情况。项目经理下一步应该怎么做？
During the close-out meeting the project sponsor states that the project is a success based on its evaluating.A stakeholder disagrees because their requirements were unfulfilled.The project manager states that the stakeholder requirements were mentioned as project exclusions in the project scope statement. What should the project manager do next?

A：忽略该相关方的争论并继续进行收尾会议

Ignore the stakeholder's debate and continue the close-out meeting

B：建议进行项目评估以确保项目已完成

Propose conducting a project assessment to ensure that the project is complete

C：建议将这些需求作为另一个项目的范围

Suggest using these requirements as scope for another projec

D：在问题日志中添加该问题

Add the issue to the issue log

59、[单选] 一个工厂扩建项目已接近完成 50%,这时一群当地居民组成一个维权组织来抗议该项目。项目经理应该怎么做？

An factory expansion project is nearly 50 percent complete,when a group of local residents forms an activist group to protest it What should the project manager do?

A：执行相关方分析，并相应调整相关方参与计划

Perform a stakeholder analysis,and adjust the stakeholder engagement plan accordingly

B：通知项目发起人，该维权组织体现了项目进度的一个风险

Inform the project sponsor that the activist group represents a risk to the project schedule

C：与该维权组织开会，将其需求添加到该项目

Meet with the activist group to add its requirements to the project

D：教育该维权组织，让其了解该项目将为社区带来的好处

Educate the activist group on the benefits that the project will bring to the community

60、[单选] 在一个大型施工项目的规划阶段,出现了潜在的经济衰退迹象。之前关于经济衰退的风险被指定为低概率和高影响，预计持续 6-12 个月。项目开始后不久，发生了经济衰退，并按预期影响项目。六个月后，经济衰退影响的持续时间将更改为 24-36 个月。项目经理应该怎么做？

Signs of a potential economic recession were present during the planning stages of a large construction project. The risk of the recession was assigned as low probability and high impact,with an expected duration of 6-12 months.Soon after the project begins,the recession occurs and impacts the

project as expected.After six months,the duration of the recession 's impact is changed to 24-36 months. What should the project manager do?

○ A：将项目工期延长 24-36 个月

Extend the project duration by 24-36 months

○ B：借用额外的运营资本

Borrow additional working capital

○ C：更新风险登记册

Update the risk register

○ D：将项目工期延长 12-24 个月

Extend the project duration by 12-24 months

61、[单选] 在项目执行阶段，项目发起人直接与团队成员和分包商沟通。项目发起人偶尔向他们提供有关实施方法、工作技巧和任务排序的指导。项目经理应该怎么做？
During the project execution phase,project sponsors communicate directly with team members and subcontractors.Project sponsors occasionally provide them with guidance on implementation methods,work skills, and task sequencing.What should the project manager do?

○ A：使用人际关系技能让项目发起人查阅沟通管理计划

Use interpersonal skills to let project sponsors view communication management plans

○ B：更新相关方参与计划， 禁止项目发起人与团队和分包商直接沟通

Update the relevant parties to participate in the plan, prohibit project sponsors from communicating directly with teams and subcontractors

○ C：更新执行、负责、 咨询和知情（RACI）矩阵

Update execution, responsibility,consulting and informed (RACI) Matrix

○ D：将项目发起人与团队 和分包商的沟通更新到问题日志

Update the project sponsors and teams communication with subcontractors to the problem log

62、[单选] 一次项目审计发现，一项关键变更是在规定流程之外被拒绝。这对其他交付产生中等影响，发起人要求知道原因。项目经理首先应该审查哪一

项？

A project audit review identifies that a critical,rejected change was made outside of established processes.This affected other deliveries with a medium impact,and the sponsor demands to know why. What should the project manager review first?

   ○   A：变更日志

Change log

   ○   B：需求跟踪矩阵

Requirements traceability matrix

   ○   C：风险报告

Risk report

   ○   D：变更请求

Change request

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

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

   ○   A：联系这些相关方以了解他们关切的问题，并在实施变更之前遵循变更请求过程

Contact those stakeholders to understand their concerns, and follow the change request process prior to implementing changes

   ○   B：向这些相关方分布一些新的，更详细的状态报告

Distribute a new,more-detailed status report to those stakeholders

   ○   C：要求这些相关方审查沟通管理计划并向他们提供最新的状态报告

Ask those stakeholders to review the communications management plan and provide them with an updated status report

○ D：与这些相关方和项目团队开会，以提供更详细的项目状态更新

Meet with those stakeholders and the project team to provide a more-detailed project status update

64、[单选] 项目经理定义项目范围后，团队成员对项目需求表示不满。他们要求审查范围说明书来分析风险，并进一步澄清范围。项目经理应该怎么做？
After the project manager defines the scope of the project, the team members are dissatisfied with the project requirements. They asked for a review of the scope statement to analyze the risks and further clarify the scope. What should the project manager do?

○ A：忽略该请求，并指示团队保持已定义的范围

Ignore the request and instruct the team to maintain the defined scope

○ B：与团队成员召开引导式研讨会

Conduct guided seminars with team members

○ C：要求团队成员创建一份亲和图

Ask team members to create an affinity map

○ D：要求团队成员召开头脑风暴会议

65、[单选] 项目经理必须创建一个项目的工作分解结构（WBS），并分析项目范围的技术细节。项目经理应使用什么工具或技术？
The project manager must create a project's work breakdown structure (WBS) and analyze the technical details of the project scope. What tools or techniques should the project manager use?

○ A：头脑风暴

Brainstorming

○ B：亲和图

Affinity diagram

○ C：专家判断

Expert judgement

○ D：紧前关系绘图法

Precedence Diagramming Method（PDM）

66、[单选] 涉及一家全球公司 10 家分公司的项目即将完成，项目经理正在安排召开一次经验教训总结会议，项目经理应该邀请谁来参加会议？

A project that involves 10 branches of a global company is nearing completion.The project manager is scheduling a lessons learned meeting. Who should the project manager invite to the meeting?

○ A：所有相关方

A1l stakeholders

○ B：项目经理的业务部门主管

Head of the business unit of the project manager

○ C：项目团队的所有成员

All members of the project team

○ D：高级管理层

Senior management

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

A project manager has completed the identification of stakeholders.Previously,the project manager had difficulty managing stakeholders because no distinctions were made among them regarding influence or authority. What information needs to be included in the stakeholder register?

○ A：新相关方的变更请求

Change requests for new stakeholders

○ B：相关方效益管理计划

Stakeholder benefits management plan

○ C：相关方参与计划

Stakeholder engagement plan

○ D：相关方分类

Stakeholder classification

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

A company is developing a new product.During the testing stage,customers identify a serious defect with it. What should the project manager use to determine an appropriate solution?

　　A：因果图

Cause-and-effect diagram

　　B：六西格玛

Six Sigma

　　C：专家判断

Expert judgement

　　D：面向 X 的设计

Design for X

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

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

　　A：指导委员会成员

Steering committee members

　　B：所有直接参与项目生产进度工作的成员

A11 members directly involved in producing progress work fir the project

　　C：项目管理办公室(PMO)的负责人和项目经理

The head of the project management office (PMO)and the project manager

　　D：参与该项目的每个团队的团队领导

The team leaders of each team involved in the project

70、[单选] 一个项目收到项目发起人对范围、预算和进度计划的批准。若要确保项目相关方都能获得通知并参加，项目经理应该怎么做？

A project receives approval from the project sponsor for scope, budget, and

schedule. What should the project manager do to ensure that project stakeholders are notified and participate?

○　A：将项目计划发送给项目相关方进行反馈

Send project plans to project stakeholders for feedback

○　B：与项目相关方开会，一起审查项目管理计划

Meeting with project stakeholders to review project management plans

○　C：所有相关方一起召开项目启动大会

All relevant parties hold a project kick-off meeting together

○　D：要求项目发起人与所有项目相关方沟通并获得他们的同意

Require project sponsors to communicate with all project stakeholders and obtain their consent

71、[单选] 一个相关方认为最近一个项目可交付成果没有实现，若要获得该相关方的批准，项目经理应该怎么做？
A stakeholder believes that a recent project's deliverables were not achieved.What should the project manager do to gain this stakeholder's approval?

○　A：分析该相关方的需求和期望并审查项目范围

Analyze this stakeholder's needs and expectations and review the project scope.

○　B：与该相关方一起审查项目章程

Review the project charter with this stakeholder.

○　C：与该相关方一起审查质量管理计划

Examine the quality management plan with this stakeholder.

○　D：获得该相关方的新需求并执行风险分析

Obtain the stakeholder's new requirements and perform a risk analysis.

72、[单选] 一家农业设备制造商因一个缺陷部件而召回数千个产品。这个问题导致许多客户不满，公司花费 500 万美元来修理和更换零件。哪一种成本预算类型可以防止这个问题？
An agricultural equipment manufacturer recalls several thousand products due to a defective part.This issue results in many unhappy customers,and the

company spends US$5 million to repair and replace the part. What type of cost budgeting would have prevented this issue?

○ A：非一致性成本

Cost of conformance

○ B：一致性成本

Cost of conformance

○ C：矩阵图

Matrix diagrams

○ D：多标准决策分析

Multicriteria decision analysis

73、[单选] 一位团队成员通知项目经理他们必须完成项目之外的一项关键任务。这将对项目进度产生风险。项目经理应该做什么去消除风险？
A team member informs the project manager that they must complete a critical outside of the project.This will pose a schedule risk to the project.What should the project manager do to eliminate the risk?

○ A：与该团队成员的经理协商另外一个时间来完成这项其他任务

Negotiate with the team member^ manager for an alternative time to complete the other task.

○ B：从另一个部门获得一位替代资源

Obtain a replacement resource from another department.

○ C：向项目发起人汇报该团队成员的经理不遵守规定

Resport the team member's manger to the project sponsor for noncompliance.

○ D：指示该团队成员的经理释放该团队成员以完成预定的项目活动

Instruct the team member's manager to release the team member to complete the scheduled project activity.

74、[单选] 项目经理聘请一位资源开发一个网站。该资源在没有完成工作的情况下突然离职，项目经理必须聘请另一位资源来完成这项工作，新聘请的资源更改网络设计，覆盖了原有设计。应如何描述与第一位资源工作相关的成本？
A project manager hires a resource to develop a website.The resource abruptly quits without completing the work,and the project manager must hire

another resource to complete the job. The newly hired resource changes the website's design,which overrides the original design.How should the cost associated with the first resource's work be described?

○ A：间接成本

Indirect cost

○ B：直接成本

Direct cost

○ C：沉没成本

Sunk cost

○ D：可变成本

Variable cost

75、[单选] 你是敏捷项目的经理。你发现有一个关键相关方是团队的主要干扰人。他频繁地从团队中获取项目状况信息，提供建议，并有时也会变更需求。对此，你应该做什么？
You are the Manager of an Agile project. You find that a particular stakeholder is proving to be a major distraction to the team. He frequently calls the team to ask for status, get information, provide suggestions and sometimes to request changes. What should you do about this?

○ A：升级问题并禁止他进入团队中来

Escalate the issue and keep the stakeholder off-limits

○ B：邀请利益相关者参与适当的规划或审查会议，要求他提供自己的观点

Invite the stakeholder to the appropriate planning or review meetings and request him to bring up his views at those meetings

○ C：倾听利益相关者的陈述，但忽略他的建议

Listen to the stakeholder, but ignore his suggestions

○ D：直接告诉利益相关者在迭代周期中不要打扰团队

Tell the stakeholder directly not to disturb the team during the iteration

76、[单选] 一家公司已经为项目经理设计了一份指南，以便在每个项目结束时举行审查会议。其目的是收集项目的负面和正面影响。刚开始一个项目的项目经理发现，这份指南中没有考虑过往项目中获得的经验教训。这份指南应包含

什么内容？

A company has developed a guide designed for project managers to conduct review meetings at the end of every project.The purpose is to capture both negative and positive project impacts. A project manager just starting a project discovers that lessons learned from previous projects are not considered in this guide.

○　A：头脑风暴

Brainstorming

○　B：对组织过程资产的审查

A review of the organizational process assets

○　C：执行摘要数据表

Executive summary data sheet

○　D：事业环境因素研究

A study of the enterprise environmental factors

77、[单选] 项目经理得知在他们不知情的情况下已经为项目分配了资源，经过调查，项目经理发现这些资源需求是合理的。若要避免这种沟通不畅的情况，项目经理事先应该做什么？

A project manager learns that there are resources that have been assigned to the project without their awareness.After investigation,the project manager discovers that the resources were legitimately required. What should the project manager have done to avoid this miscommunication?

○　A：亲自创建资源管理计划

Personally created the resource management plan

○　B：更新采购和成本管理计划

Updated the procurement and cost management plans

○　C：明确定义并沟通每个资源的角色与职责

Clearly defined and communicated the roles and responsibilities of each resource

○　D：修订沟通管理计划

Revised the communications management plan

78、[单选] 在一个项目的最终收尾活动期间，项目经理发现项目章程包含的原始项目范围比最终项目范围的成本低，项目经理应如何处理这项信息？

During final closeout activities for a project,the project manager identifies that project charter contains an original project scope that is less costly than the final project scope.What should the project manager do with this information?

○　A：在项目报告中记录原始和最终范围

Document the original and final scopes in the project report

○　B：更改项目章程以反映本文件创建后所做的所有变更

Change the project charter to reflect all the changes made post-creation of this document

○　C：核实项目管理计划是否已更新

Verify whether the project management plan has been updated

○　D：审查变更请求，且如果没有包含必要的信息，则更新该变更请求

Review the change request and,if it does not contain the necessary information ,update it

79、[单选] 因为一些团队成员不合作，一个拥有多元化团队的项目经理需要处理冲突，项目经理应该怎么做？

A project manager with a diverse team is faced with handing conflicts,as some team members are uncooperative.What should the project manager do?

○　A：定期召开电话会议反复重申共同目标，并向该团队成员说明应该作为一个团队共同合作

Conduct regular conference calls to iterate the common goals,and to explain that members should work together as a team

○　B：与不合作的团队成员开会

Meet with the uncooperative team members

○　C：与所有团队成员一起进行团队建设活动

Conduct a team-building exercise with all team members

○　D：向所有团队成员发送一封电子邮件解释说，这种行为是不能容忍的

Email team members explaining that such behavior will nit be tolerated

80、[单选] 项目经理加入一个已经在进行当中的项目。质量审计报告显示，由一个供应商提供的一些材料在材料检查员没有出示批准文件的情况下，获得付款批准。项目经理得知检查员口头表达了批准意见，然后再提供批准文件。哪一份计划可以帮助项目经理评估这种批准方式是否符合项目管理计划？

A project manager joins a project that is already in progress.The quality audit report shows that some materials provided by a vendor were approved for payment without documentation of approval by the material inspector.The project manager learns that the inspector verbally communicates approval,then later provides the approval documentation. What plan will help the project manager evaluate whether this approval approach is compliant with the project management plan?

    A：需求管理计划

Requirements management

    B：相关方参与计划

Stakeholder engagement

    C：沟通管理计划

Communications management

    D：质量管理计划

Quality management

81、[单选] 由于技术已在其他工厂运行，一个项目的用户验收测试被省略。但是，在实施后，该技术不能按预期起作用。项目经理应该怎么做？

User acceptance tests on a project have been omitted since the technology is operational at other factories.However,after implementation,the technology is not working as expected. What should the project manager do?

    A：查看缺陷报告以确定并解决问题

Review the defect report ti identify and solve issue

    B：提交变更请求

Submit a change request

    C：执行根本原因分析，以确定纠正措施

Conduct a root cause analysis to identify corrective actions

D：使用测试脚本来解决问题

Use test scripts to resolve the issue

82、[单选] 在创建采购管理计划时，项目经理发现组织内部存在的某些资源正在为其他项目效力，项目经理应该怎么做来满足这种需求？
While creating a procurement management plan,a project manager discovers that certain capabilities that exist within the organization are committed to other projects.What should the project manager do to meet this need?

A：开展自制或外购分析

Perform a make-or-buy analysis

B：创建工作分解结构(WBS)

Create a work breakdown structure(WBS)

C：创建风险登记册

Develop a risk register

D：开始人员分配谈判

Start negotiations for staff assignments

83、[单选] 在生产环境中执行后识别到一个项目问题。若要识别发生这种问题的原因，项目经理应该使用什么工具或技术？
A project issue is identified after implementation in the production environment.What tool or technique should the project manager use to identify the reason for the issue?

A：帕累托图

Pareto

B：直方图

Histogram

C：石川图

Ishikawa map

D：控制图

Control Charts

84、[单选] 一个敏捷团队拥有 11 名集中办公的团队成员，他们以一个稳定的速度执行工作，在第九次迭代中，有些团队成员离职，并由分布在不同地理位置的成员代替。敏捷项目管理者应对新团队有何期待？

One agile team has 11 team members who work together. They implement the work stably. In the ninth iteration, some team members quit the job and are taken over by the members in different geographical locations. What expectations should agile practitioner place on the new team?

○ A：团队将经历形成阶段，并将以之前项目团队的相同的速度水平执行工作

The team will experience the stage of formation and implement work at the speed the same with that of the previous project team

○ B：在团队以稳定的速度执行工作之前，团队将经历震荡阶段，并在更为频繁的沟通中规范化

Before the team implements work stably, the team will experience the stage of fluctuations and become standardized in the more frequent communication

○ C：团队将处理和解决所发生的任何团队冲突

The team will handle and solve any possible team conflicts

○ D：团队成员将关注他们自己的可交付成果和进度

Team members will focus on their deliverable results and progress

85、[单选] 项目经理正与多位相关方一起管理一个庞大而复杂的项目。一些相关方反对项目的效益，而另一些则非常支持。项目经理应该使用什么来澄清并正确管理这些相关方？

A project manager is leading a large,complex project with several stakeholders.Some stakeholders are against the project benefits,while some are very supportive. What should the project manager use to classify and properly manage the stakeholders?

○ A：凸显模型

Salience model

○ B：权力/利益方格

Power/interest grid

○ C：影响/影响力方格

Impact/influence grid

D：相关方立方体

Stakeholder cube

86、[单选] 项目经理加入一个备受瞩目的项目，该项目将为公司带来重大效益，项目发起人告诉项目经理，一些关键相关方不赞同项目的效益，并且可能抵制该项目的工作。 项目经理该怎么做？

A project manager joins a high-profile project that will create significant benefits for the company .The project sponsor tells the project manager that some key stakeholders disagree on the project's benefits and may be resistant to working on it.What should the project manager do?

A：制定责任分配矩阵(RAM)

Develop a responsibility assignment matrix(KAM)

B：要求发起人获得相关方的支持

Ask the sponsor to obtain support from the stakeholders

C：与相关方开会展示该项目

Meet with stakeholders to present the project

D：更新相关方登记册，添加这项信息

Update the stakeholder register with this information

87、[单选] 项目的混凝土供应商通知项目经理，材料将比预定时间晚三个星期交付。项目经理更新了进度计划并通知项目团队。在这种情况下，哪种合同类型承担的风险最小？

A project's concrete supplier informs the project manager that the material will be delivered three weeks later than scheduled.The project manager update the schedule and notifies the project team. In this situation,what contract type carries the least amount of project risk ?

A：总价加激励费用合同(FPIF)

Fixed price incentive fee(FPIF)

B：总价加经济价格调整合同(FPEPA)

Fixed price with economic price adjustment(FPEPA)

C：工料合同(T&M)

Time and material(T&M)

○ D：固定总价合同(FFP)

Finn fixed price(FFP)

88、[单选] 一个国际项目的团队由来自不同的背景，年龄和兴趣的个人组成。项目一开始后就发现他们未能齐心协力一起合作。项目经理如何才能促进更好的团队合作？

A team for an international project is composed of individuals from different backgrounds, ages,and interests.As soon as the project starts.It become clear that they struggling to work together.How can project managers promote better teamwork?

○ A：举行正式的团队会议来讨论团队合作的重要性

Hold an official team meeting to discuss the importance of teamwork.

○ B：与团队开会以解释基本规则，共同愿景和价值观，并更好的理解团队成员的优先级

Meet with team to explain ground rules5shared vision,and to better understand learn members5 priorities.

○ C：请人力资源部门对团队进行多样性方面的教育和培训

Ask the human resource department to educate and train the team on diversity.

○ D：让团队自行建设，然后在下一次绩效评估会议上处理问题

Allow the team to develop on its own,and then address issues at the next performance appraisal meeting.

89、[单选] 一家咨询公司的负责人发起一个项目，拟开发一种新的业务，以增加市场份额和收入，由于该公司很成功，管理团队和顾问并不认为需要新的业务模式，并要求在启动项目之前提供项目概念。应该用什么来制定项目概念？

The owner of a consulting company initiates a project to develop a new business model that will increase market share and revenue.because the company has been successful,the management team and concept before initiation.What should be used to develop the project concept?

○ A：头脑风暴

Brainstorming

B：专家判断

Expert judgment

C：六西格玛技术

Six Sigma technique

D：预测

Forecasting

90、[单选] 在几次迭代后，一名敏捷项目管理者注意到类似问题连续两次发生，并影响团队的执行效率，敏捷项目管理者应该怎么做？
After several iterations, one agile project manager notices that similar problems happen for two consecutive times and affect the efficiency of team implementation, how should agile project manager do?

A：将问题上报给项目经理

Report the problems to project manager

B：增加正在执行的工作，提高效率

Add the work under implementation to improve efficiency

C：要求团队成员重新审阅需求

Require that team members should re-review the demands

D：在迭代回顾会议上解决该问题

Solve the problem on iteration restrospective meeting

91、[单选] 项目经理必须为政府编制一份工厂生产能力报告。这份报告将通过对 400 家工厂的总经理进行调查而创建，并且必须在四个月内完成，然而，根据现有资源以及调查每位总经理所需的时间，该项目预计需要一年时间。项目经理应使用什么工具或技术来满足预期期限？
A project manager must compile a factory productivity for government.The report will be created by surveying general managers across 400 factories and must be completed in four mouths.However 9based on the available resources and the time needed to survey each general manager,the project is expected to take one year. What tool or technique should the project manager use to meet the expected deadline?

    ○   A：进度压缩

Schedule compression

    ○   B：快速跟进

Fast tracking

    ○   C：标杆对照

Benchmarking

    ○   D：统计抽样

Statistical sampling

92、[单选] 项目经理正在与质量保证(QA)专家合作，以确定生产线中许多质量偏差和缺陷背后的原因。项目经理应该使用下列哪一项来确定问题的根源？
A project manager is working with a quality assurance(QA) expect to determine the reason behind a number of quality variances and defects in a production line.What should the project manager use to identify the problem^ origin?

    ○   A：直方图

Histogram

    ○   B：散点图

Scatter diagram

    ○   C：矩阵图

Matrix diagram

    ○   D：鱼骨图

Fishbone diagram

93、[单选] 哪种项目角色聚焦于理解商业问题和机会？
What project role focuses on understanding business problems and opportunities?

    ○   A：商业架构师

Businessarchiyect

    ○   B：项目经理

Project manager

○ C：项目发起人

Project sponsor

○ D：商业分析师

Business analyst

94、[单选] 到目前为止本该完成百分之八十的一个项目只完成了百分之七十五，项目总预算为 100,000 美元，已完成工作实际成本(ACWP)为 72,000 美元。根据这些信息可以确定什么？
A project that should have been 80 percent complete by now is only 75 percent complete.The total project budget is US$100,000 and the actual cost of work performed(ACWP)is US$72,000.What can be determined from this information?

○ A：该项目低于预算，进度效指数(SPI)为 0.94,成本绩效指数(CPI)为 1.04

The project is under budget,has a schedule performance index(SPI)of 0.94,and a cost performance index(CPI)of 1.04

○ B：该项目超出预算，其 SP1 为 1.07,CPI 为 0.96

The project is over budget,has an SPI of 1.07,and a CPI of 0,96

○ C：该项目超出预算， SPI 为 0.94,CPI 为 1.04

The project is over Budget,has an SPI Of 0.96,and a CPI of 1.04

○ D：该项目低于预算，其 SPI 为 0.94, CPI 为 0.96

The project is under budget ,has an SPI OF 0.94,and a CPI of 0.96

95、[单选] 对于一个软件开发项目，大部分功能都已经过客户同意。该客户也是一位相关方，负责审查需求规格书。项目开始后，该客户的老板(之前未被识别为一位相关方)参与项目要求对批准的需求进行变更。这导致项目发生严重返工并延长时间表。项目经理应该怎么做？
For a software development project,most of functions have been agreed upon by the customer.This customer is also a stakeholder,and is responsible for reviewing the requirement specifications.After the project starts ,the customer^ boss,who was unidentified as a stakeholder,become involved in the project and demands changes to the approved requirements.This causes significant rework and extends the timeline. What should the project manager do?

○　A：将其添加进风险登记册

Add this to the risk register

○　B：向变更控制委员会(CCB)提交一项变更

Submit a change to the change control board(CCB)

○　C：修订项目管理计划，以包含这些更新

Revise the project management plan to include the updates

○　D：规划时间和资源的缓冲区，以补偿预期之外的变更请求

Plan a buffer for time and resources to compensate for unexpected change requests

96、[单选] 发起人在下列哪一项文件中可以找到必要信息来决定提议的项目是否能通过？
Where would the sponsor go to find the information cecessray to make a go/no go decision for a proposed project?

○　A：商业论证

Business case

○　B：方案范围

Solution scope

○　C：商业需要

Business need

○　D：解决方案

Solution approach

97、[单选] 一家公司要求项目经理为一项新装配技术启动一个项目，项目资源平均为公司工作 15 年，并认为他们可以立即开始项目。项目经理应该怎么做来启动这个过程？
A company asks a project manager to launch a project for a new assembly technique.Project resources have an average of 15years working for the company andbelieve they can begi the project immediately.What should the project manager do to launch this process?

○　A：制定一份培训计划

Establish a training program

○ B：召开项目启动大会

Hold a kick-off meeting

○ C：创建项目管理计划

Create a project management plan

○ D：制定一份激励计划

Establish an incentive program

98、[单选] 一个项目已经发生偏差几个月了，这种状态已通过电子邮件在每周报告中发送给所有相关方。一位关键相关方刚刚得知这一偏差，并对只通过电子邮件通知他们感到不安。若要预防这个问题，项目经理应该是先做什么？
A project has been deviating for several mouths.This status has been emailed to all stakeholders in weekly reports. One key stakeholder just learned of the deviation and is upset that they were only notified via email. What should the project manager have done to prevent this?

○ A：确认所有相关方都收到并理解每份状态报告

Verified that all stakeholders received and understood each status report

○ B：为每一个相关方选择适当的沟通方法

Chosen the appropriate communication method for each stakeholder

○ C：直接与关键相关方就重要问题或项目偏差进行接洽

Engaged directly with key stakeholders about critical issues or project deviations

○ D：计划与关键相关方定期举行会议以报告项目状态

Planned periodic meetings with key stake stakeholders to report project status

99、[单选] 一个构建新产品的项目包含了一项设计，而该设计使用了两个现有产品的一些功能，但是，新产品需要比其前代产品更大型且更便宜。项目经理查看两个现有产品的文件，并与工程总监讨论对最终成本的影响。项目经理将使用什么技术来估算成本？
A project to build a new product consists of a design that uses some of the features of two existing products, but the new product needs to be larger and cheaper than its predecessor. The project manager looks at the files for the two existing products and discusses the impact on the final cost with the

engineering director. What technology will the project manager use to estimate costs?

○ A：建模和成本预测

Modeling and cost forecasting

○ B：类比估算和参数估算

Analog estimation and parameter estimation

○ C：专家判断和成本汇总

Expert judgment and cost summary

○ D：自下而上估算和计划评审技术分析

Bottom-up estimation and plan review technical analysis

100、[单选] 一个专业的项目团队正在管理一个大型项目。上个月，工程顾问提交了最初的设计计划给客户审查，项目经理得知该设计因未能满足客户需求而被拒绝。若要确保更有利的结果，项目经理应该事先做什么？
A specialized project team is managing a large project.Last month,the engineering consultant submitted the initial design proposal for client review.The project manager learns that the design has been rejected for failing to satisfy customer needs.What should the project manager do in advance to ensure more favorable results?

○ A：制定项目章程

Developed a project charter

○ B：召开项目启动大会

Conducted a kick-off meeting

○ C：创建需求跟踪矩阵

Created a requirement traceability matrix

○ D：执行相关方分析

Performed a stakeholder analysis

101、[单选] 由于项目资源的专业水平不同，项目经理注意到进度计划绩效问题，一些经验丰富的资源会检查不必要的细节，而一些初级资源则需要很长时间才能完成任务。项目经理应该怎么做来增强团队绩效？
A project manager notices schedule performance schedule issues due to the

expertise levels of project resources.Some experience resources check unnecessary details,and some junior-level resources take a long time to complete tasks. What should the project manager do to enhance team performance?

　　A：根据需要提供培训，并为所有团队成员执行一份核对单

Provided training where required,and implement a checklist for all team members

　　B：请高级资源为初级资源提供协助

Ask the senior resources to provide assistance to the junior resources

　　C：更换初级资源，并通知高级资源

Replace the junior resources,and advise the senior resources

　　D：对初级员工进行培训

Conduct training with the junior staff

102、 [单选] 项目经理加入一个刚刚开始的项目，项目发起人和项目团队向新项目经理保证具有足够的预算和符合实际的进度计划，项目经理担心可能威胁到项目成功的意外事件。项目经理应该怎么做？
The project manager joins a project that has just started, and the project sponsor and project team assures the new project manager that there is sufficient budget and realistic schedule, and the project manager is concerned about unexpected events that may threaten the success of the project.What should the project manager do?

- 　　A：识别并评估任何项目风险

Identify and assess any project risks

- 　　B：请求项目发起人为项目规划提供额外资金

Request additional funding from the project sponsor for project planning

- 　　C：与职能经理讨论潜在的计划外风险

Discuss the potential of unplanned risks with the functional manager

- 　　D：关注按计划执行项目

Focus on executing the project as planned

103、[单选] 一个项目已经交付了一个应用程序。但是，在与相关方的会议中，发现该产品没有达到法律要求。项目经理应该怎么做？

A project has delivered an application.However,during a meeting with the stakeholders,it is discovered that the product has not met legal requirements. What should the project manager do first?

A：更新需求文档

Update the requirements documentation

B：修订项目管理计划

Revise the project management plan

C：提出变更请求

Initiate a change request

D：执行要求的变更

Implement the required changes

104、[单选] 项目经理与项目相关方和团队成员开会，审查范围管理计划、批准的章程和其他需求文档、专家判断和引导技术用于制定所需产品的详细描述。项目经理还应使用哪一项其他输入？

A project manager meets with project stakeholders and team members to review the scope management plan,the approved charter,and other requirements documentation.Expert judgement and facilitation are used to develop a detailed description of the product required. What other input should the project manager use?

A：过往项目的经验教训

Lessons learned register from previous projects

B：假设日志

Assumption log

C：相关方登记册

Stakeholder register

D：需求跟踪矩阵

Requirements traceability matrix

105、[单选] 项目经理正在管理一个全球性项目，该项目的资源位于不同地区。若要使用正确的渠道来处理正确的信息，项目经理应该怎么做？
A project manager is working on a global project with resources located in different regions.What should the project manager do to address the correct channels with the right information?

○ A：安排在不同时区召开会议

Schedule meetings in different time zones

○ B：频繁举行视频会议

Hold frequent video conferences

○ C：制定沟通管理计划

Develop a communications management plan

○ D：创建相关方参与计划

Create a stakeholder engagement plan

106、[单选] 如果需要将你的项目能够启动的原因文档化，下列哪个文件是最合适包括在内的？
To document why your project was initiated ,it is appropriate include the:

○ A：商业论证

Business case

○ B：项目授权书

Project mandate

○ C：解决方案方法

Solution approach

○ D：商业目的

Business goals

107、[单选] 由于一个组织的项目发起人在地理上分散在不同地方。项目管理办公室（PMO）启动了一个项目来执行定制的、统一的组织过程。这个过程包括在每个里程碑结束时产生所需的工作。该项目的结束将被用作未来执行的原型。确保这个目标取得成功，项目经理应该怎么做？
Because an organization has project sponsors geographically dispersed,the project management office(PMO) initiates a project to implement a

customized,unified organizational process.This process includes generating required artifacts at the end of each milestone before the next phase starts.The projects outcome will be used as a prototype for future implementations.What should the project manager do to ensure that this project is a success?

○ A：制定详细的项目管理计划，与所有相关方分享

Create a detailed project management plan to share with all stakeholders

○ B：让相关方参与并在每个阶段结束时要求签字

Engage the stakeholders and request sign-off at the end of each stage

○ C：促成每周状态更新的虚拟会议

Facilitate a virtual weekly status update meeting

○ D：每周更新一次项目管理计划

Update the project management plan on a weekly basis

108、[单选] 项目经理正在监督一个跨国项目，拥有提供开发、支持和质量测试服务方面的资源。由于语言和文化的差异，项目经理遇到沟通挑战。若要改善沟通，项目经理可以怎做？
The project manager is overseeing a multinational project with resources for development, support and quality testing services.Project managers face communication challenges due to language and cultural differences. What can a project manager do to improve communication?

○ A：更新沟通管理计划

Update communication management plan

○ B：开展团队建设活动，考虑团队成员集中办公

Conduct team building activities and consider team members to concentrate on the office

○ C：请求管理层支持来更新资源

Request management support to upgrade resources

○ D：增强信任感和意见一致性，提高士气，增强团队合作精神

109、[单选] 一位项目团队成员临时离开项目，由具有类似技术技能的资源代替，由于新资源未参加过往项目会议，导致项目中断，项目经理应向新资源提

供什么？

A project team member temporarily leaves the project and is replaced by resources with similar technical skills. Since the new resources have not participated in past project meetings, resulting in project disruption, what should the project manager provide to the new resources?

○ A：项目绩效报告

Project performance report

○ B：定期培训以及项目文档的访问权

Regular training and access to project documents

○ C：项目管理计划，包括范围和进度基准

Project management plan, including scope and schedule

○ D：工作绩效报告

Work performance report

110、[单选] 项目经理作为项目团队的一位替代项目经理人选加入一个项目。在最初的会议中，项目经理发现关于如何解决技术决策存在不同的意见。团队成员不尊重彼此的意见，环境变得很不好。该团队处于团队建设的哪个阶段？
A project manager joins a project as a replacement on a project team.During initial meetings,the project manager realize there are many differing opinions about how to address technical decisions.Team members do not respect each other's ideas,and the environment is becoming counterproductive. In what phase of development is the team?

○ A：震荡阶段

Storming

○ B：形成阶段

Forming

○ C：规范阶段

Norning

○ D：成熟阶段

Performing

111、[单选] 一个项目已经进行了六个月，这时有人意识到由于最近批准的所需准确度方面的变更，成本管理计划不再有效，项目经理应该怎么做？

A project has been underway for six months when someone realizes that the cost management plan is no longer valid due to a recently approved change in the required level of accuracy.What should the project manager do?

○　A：要求团队审查并修订成本管理计划

Ask the team to review and revise the cost management plan

○　B：促成一次团队会议，以审查工作分解结构(WBS)、分析每个工作包和更新成本

Facilitate a team meeting to review the work breakdown structure(WBS),analyze each work package,and update the cost

○　C：召开一次团队会议，以讨论变更并带领团队更新成本管理计划

Conduct a team meeting to discuss the change and lead the team in updating the cost management plan

○　D：与团队一起审查此变更对预算的影响，并确定是否有必要对成本管理计划进行变更

Review this change's impact on budget with the team and determine if a change in the cost management plan is necessary

112、[单选] 项目经理新加入一家公司，之前没有管理过具有国际团队成员的项目。项目经理应该如何培养文化敏感性？

A project manager is new to a company and has not led a project with international team members.What should the project manager do to develop cultural sensitivity?

○　A：认识到需要学习文化，设法了解当地习俗，并在与团队成员一起工作时保持灵活性

Recognize that culture is learned，seek to understand local customs5and maintain flexibility,when working with team members

○　B：与人力资源部门开会，以获得这方面的正式培训

Meet with the human resource department to obtain formal training in this area

○ C：拒绝该项目，理由是与文化多样化人员一起工作存在困难

Decline the project,citing the difficulty of working with culturally diverse people as the reason

○ D：了解每个团队成员文化的每个细节，以便对他们的需求保持敏感

Learn every detail of each team member's culture to be sensitive to their needs

113、[单选] 项目经理和项目发起人在合同收尾期间发生争议。在确定项目完成时，哪一份文件是项目经理和项目发起人之间协议的依据？
A project manager and a project sponsor are having a dispute during contract closeout.What document is the basis of agreement between the project manager and the project sponsor when defining project completion?

○ A：验收的可交付成果

Accepted deliverables

○ B：项目范围说明书

Project scope statement

○ C：项目管理计划

Project management plan

○ D：项目章程

Project charter

114、[单选] 一位团队成员发现一项新法规可能影响一个异地项目的交付日期，项目经理下一步应该怎么做？
A team member discovers that a new regulation may impact the hand-off data for a project at a remote site.What should the project manager do next?

○ A：要求项目发起人接收该风险

Ask the project sponsor to accept the risk

○ B：在进度计划中添加额外时间

Add extra time to the schedule

○ C：更新风险登记册进行风险分析

Update the risk register for risk analysis

D：请主要相关方将该问题提交给变更控制委员会(CCB)

Ask the lead stakeholder to bring the change control board

115、[单选] 在大量数据中获得的质量报告表明，目前的可交付成果存在许多缺陷。项目经理应该使用什么工具或技术来获得制定决策的洞察力？
Quality reports derived from large amounts of data indicate that the current deliverable has many defects.What tool or technique should the project manager use to gain insight for decision making?

A：亲和图

Affinity diagram

B：石川图

Ishikawa diagram

C：控制图

Control chart

D：帕累托分析

Pareto analysis

116、[单选] 项目经理必须管理潜在的相关方利益冲突，相关方参与评估矩阵识别到一个反对项目且有影响力的相关方。项目经理应该如何调整该相关方的期望？
A project manager must manage potential conflicting stakeholders interests.The stakeholder engagement assessment matrix identifies an influential stakeholder who is resistant to the project What should the project manager do to sign the stakeholder's expectations?

A：创建相关方参与计划

Create the stakeholder engagement plan.

B：与其沟通相关方参与计划

Communicate the stakeholder engagement plan.

C：与所有相关方开会，对项目目标达成共识

Meet with all stakeholders to gain consensus on project objectives.

D：更新相关方登记册

117、[单选] 在项目执行阶段，一名项目相关方要求项目经理加入一个新过程的优化。项目经理应该怎么做？

During the project execution phase, a project stakeholders asked the project manager to join a new process optimization. What should the project manager do?

   A：执行整体变更控制过程

Perform an overall change control process

   B：与过程专家一起审查项目

Review the project with process experts

   C：将优化项目分配给团队

Assign an optimization project to the team

   D：拒绝范围蔓延

Refusal to spread

118、[单选] 为公共活动提供 IT 基础设施设备的某公司已被选中为一个国家的国庆活动提供设备。该公司只能在截止日期前提供 50%的设备。项目经理找到可以提供剩余设备的另-个供应商。项目经理应使用什么风险策略？

A company that provides IT infrastructure equipment for public events has been selected to provide equipment for a National Day event in a country.The company can only provide 50% of the equipment by the deadline. The project manager finds another supplier that can provide the remaining equipment.What risk strategy should the project manager use?

   A：减轻

Mitigate

   B：分享

Share

   C：回避

Avoid

   D：转移

Transfer

119、 [单选] 根据迄今为止取得的项目进展，项目团队希望改变他们在项目开始时选择的风险管理方法，项目经理批准此请求以确保项目成功并继续项目活动。项目经理本应该怎么做？

Based on project progress made to date,a project team wants to change the risk management approach they chose at the beginning of the project.The project manager approves this request to ensure project success and project activities continue.What should the project manager have done instead?

　　A：查阅风险管理计划，并鼓励项目团队遵循项目约定的变更控制流程

Referred to the risk management plan,and encouraged the project team to follow the project's agreed-upon change control process

　　B：拒绝进行变更，因为这种方法已经获得相关方的同意

Refuse to make the changes,as the approach was already agreed-upon by the stakeholders

　　C：告诉项目团队，风险管理方法是根据项目需求确定的，不能改变

Told the project team that the risk management approach was determined based on the needs of the project and cannot be changed

　　D：因项目团队确定新的风险管理方法而奖励团队

Rewarded the project team for identifying a new risk management approach

120、 [单选] 几个子团队正在为一个具有固定工期的项目工作，实施团队经常延迟向质量保证(QA) 团队提供工作产品，从而导致关系紧张。项目经理应该怎么做？

Several sub-teams are working on a project with a fixed duration.The implementation team is frequently late providing work products to the quality assurance(QA)team,which causes stress. What should the project manager do ?

　　A：与两个团队进行沟通，以便 QA 团队能够解释实施团队延迟交付的影响，并讨论可能的解决方案

Communicate with two teams so that the QA team can explain the impact of the implementation team's delayed delivery and discuss possible solutions

　　B：将提供给实施团队进行质量保证任务的实际预期时间加倍，以确保在延迟交付的情况下有足够的时间进行全面测试

Double the actual expected time of QA tasks that are provided to the

implementation team to ensure enough time to fully test when deliveries are late

○ C：指示质量保证团队在可用时间内完成尽可能多的测试

Instruct the QA team to complete as many of its tests as they can in the time available

○ D：为质量保证团队增加人员，以便即使由于延迟交付而缩进度计划，也可以完成测

Add staff to the QA team so that it can complete testing even when the schedule is compressed by late delivery