**沟通章节练习题**

1.公司决定外包其技术支持中心。在一个概念项目验证后，许多用户抱怨沟通不畅，因此公司终止该项目并外包支持中心。

这项决定的驱动因素是什么？

A.验收测试

B.产品审查

C.阈值控制界限

D.客户反馈

2.In a virtual organization, what should be done to manage the flow of project information during the planning stage?

A. Develop a structured communications management plan

B. Establish a formal channel for communications

C. Assemble a team of people that work in the same time zone.

D. Review lessons learned form previous virtual project

2.在一个虚拟组织中,应事先完成下列哪一项来管理规划阶段的项目信息流?

A.制定结构化的沟通管理计划。

B.制定正式的沟通渠道。

C.组建一支在相同时区工作的人员团队。

D.审查过往虚拟项目的经验教训。

3.A project by ineffective weekly team meetings. Some more vocal team members are turning the meetings into lengthy discussions of areas they view as problematic.

To improve the meetings' effectiveness, what should the project manager do?

A.Increase the length of the meetings.

B.Exclude the more vocal team members from the meetings.

C.Ensure that no team members' feelings are hurt.

D.Set clear agendas with specific time limits for each item.

3.项目经理对无效率的团队周会感到失望。一些发言更为积极的团队成员都将会议转向他们认 为有问题的领域进入长时间的讨论。

若要提高会议的效率，项目经理应该怎么做？

A.增加会议时间。

B不让发言更为积极的团队成员参加会议。

C.确保没有团队成员感觉受到伤害。

D.设定明确的议程，为每个事项限制具体的时间。

4.A consultant informs the project manager that an internal customer resource is working on the project and wants to be informed of project status. What document should be updated?

A.Organization chart

B.Procurement contract

C.Communications management plan

D.Meeting minutes

4.一位顾问告知项目经理，一名内部客户资源正在为项目工作，并希望获知项目状态。哪份文件应更新？

A.组织图

B.采购合同

C.沟通管理计划

D.会议记录

5.A company must develop a project management culture to survive in a changing environment. In the past, the organization’s vision was driven by the supply department. However, the supply department's vice president (VP), who is a key project stakeholder, refuses to adopt the new culture.

How can alignment with this new culture be obtained?

A.Invite the VP to project meetings.

B.Speak with the VP to determine the issue s root cause.

C.Conduct coaching sessions with the VP.

D.Ask management to schedule a strategic meeting with all project stakeholders.

5.为了在不断变化的环境中生存下来，公司必须制定项目管理文化。过去，该组织的愿景主要受供应部门驱动。然而，作为关键项目相关方的供应部门副总裁却拒绝采用新文化.如何能够获得对这种新文化的一致认可？

A.邀请供应部门副总裁参加项目会议

B.与供应部门副总裁谈话，确定问题的根本原因

C.给供应部门副总裁开辅导课

D.让管理层安排一次所有项目相关方参与的战略会议

6.A team member is inconsistent with the delivery of tasks and has been late for the last three project status meetings. This impacts the project’s critical path.

What should the project manager do?

A.Speak privately with the team member.

B.Remove the team member from critical-path tasks.

C.Address the issue during the next project status meeting.

D.Ignore the issue.

6.一名团队成员不遵守任务交付时间，过去三次项目状态会议都迟到。这影响到项目关键

路径。

项目经理应该怎么做？

A.与该团队成员私下谈谈

B.将该团队成员从关键路径任务上移除

C.在下一次项目状态会议上解决该问题

D.忽视该问题

7.A project manager will communicate with three community members and three internal customers. How many communication channels will the project have?

A.10 B.15 C.21 D.36

7.项目经理将与三名社区成员和三名内部客户沟通。项目将有多少个沟通渠道？ A.10 B.15 C.21 D.36

8.A project manager invites a customer to monthly meetings, but the but the customer does not always attend. What should the project manage do?

A.Continue to invite the customer.

B.Update the risk register. .

C.Escalate the issue to the project sponsor.

D.Review and update the communications management plan.

8.项目经理邀请客户参加月会，但客户不常参加。项目经理应该怎么做？

A.继续邀请客户

B.更新风险登记册

C.将该问题上报给项目发起人

D.审查并更新沟通管理计划

9.A new project includes stakeholders from various countries with different expectations. What should the project manager do to ensure that all stakeholders will be informed about the project status?

A.Develop a communications management plan.

B.Develop a project charter.

C.Develop a stakeholder register.

D.Develop a stakeholder management plan.

9.新项目包括来自不同国家、带有不同期望的相关方。若要确保所有相关方都能获得项目状态的通知，项目经理应该怎么做？

A.制定沟通管理计划

B.制定项目章程

C.制定相关方登记册

D.制定相关方管理计划

10.During a project’s implementation phase, the project manager must communicate a scope change and obtain approval from multinational key stakeholders. Which of the following communication methods should the project manager use?

A.Push communication

B.Interactive communication

C.Stakeholder communication

D.Pull communication

10.在项目实施阶段，项目经理必须沟通范围变更，并获得跨国关键相关方的批准。项目经理应采用下列哪一种沟通方法？

A.推式沟通

B.交互式沟通

C.相关方沟通

D.拉式沟通

11.Due to an internal organizational. Restructure. The deliverables of key strategic projects are substantially delayed. The organization’s CEO is surprised to learn this.

What should the project manager have done to avoid this?

A. Reprioritized impacted projects ’

B. Defined a communications management plan

C. Complied with performance ^reporting

D. Defined a stakeholder management plan

11.由于内部组织结构调整，重点战略项目的可交付成果被严重推迟。该组织的首席执行官听到此消息感到十分惊讶

若要避免这个问题，项目经理应该事先做什么?

A. 未受影响的项目重新排列优先顺序

B. 制定一份沟通管理计划

C. 尊从绩效报告

D. 制定一份相关方管理计划

12.A project manager communicates with different project stakeholder at various levels, sharing different types of project information at any given time. The project manager now needs to send a data report to a specific group of project stakeholders.

What communication method should the project manager us?

A. Interactive

B. Push

C. Individual

D. Pull

12.项目经理与不同层次的不同项目相关方沟通，在任何给定时间分享不同类型的项目信息。

项目经理现在需要向某一特定项目相关方组别发一份数据报告。项目经理应该使用什么沟通方法？

A 交互式沟通

B 推式沟通

C. 个体沟通

D. 拉式沟通

13.A new project manager joins a team midway through a project. The project has five influential stakeholders and 30 project team members. The project manager wants to update the team on the project status.

What should the project manager use?

A. Communications management plan

B. Shared workspace

C. Informal status meetings

D. Stakeholder management plan

13.新项目经理在项目中途参加团队。项目有五位有影响的相关方和 30 名项目团队成员。

项目经理希望向团队更新项目状态。项目经理应该怎么做？

A. 沟通管理计划

B. 共享的工作空间

C. 非正式状态会议

D. 相关方管理计划

14.The portfolio manager and the project director complain that they are missing essential project information required for decision making. The project manager knows that this information is available in the project reports and that both stakeholders have been identified to receive them.

What should the project manager do to resolve this?

A. Review and update the project reports.

B. Review and update the stakeholder register.

C. Send both, stakeholders an email with the latest project report.

D. Review and update the communications management plan.

14.项目组合经理和项目总监抱怨说他们缺少制定决策所需的基本项目信息。项目经理了解到这些信息在项目报告中的提供，而且这两名项目相关方均已被识别接收这些报告。 若要解决这个问题，项目经理应该怎么做？

A. 审查和更新项目报告。

B. 审查并更新相关方登记册。

C. 向两名项目相关方发送一封电子邮件，附上最新项目报告。

D. 审查并更新沟通管理计划。

15.Project stakeholders are dissatisfied with the type information provided in the project manager’s monthly report. What caused this?

A. Stakeholders were not invited to the project’s kick-off meeting.

B. The project requirements document is inaccurate.

C. The stakeholder communication strategy is ineffective.

D. The responsible, accountable, consult, and inform (RACI) matrix is improperly defined.

15.项目相关方对项目经理月报中提供的类型信息不满意。这是什么原因造成的？

A. 未邀请项目相关方参加项目启动大会。

B. 项目需求文件不准确。

C. 相关方沟通策略无效。

D. 执行、负责、咨询和知情(RACI)矩阵未正确定义。

16.A customer disagrees with the development manager on project cost estimates. The project manager meets with the customer, and the development manager to obtain alignment.

What is the project manager using?

A. Conflict management

B. Cost estimation

C. Project governance

D. Project approval

16.客户与开发经理对项目成本估算意见不一致。项目经理与客户和开发经理开会获得一

致。

项目经理使用的是什么？

A. 冲突管理

B. 成本估算

C. 项目治理

D. 客户批准

17.After discovering that several external stakeholders were not properly identified, a project manager devises a method to better identify them. What should the project manager update to ensure that the issue and solution are communicated to the entire company’s project management Community?

A. Lessons learned

B. Stakeholder management plan

C. Communications management plan

D. Project management office (PMO) documentation

17.发现多个外部相关方未正确识别后，项目经理发明一种方法，以便更好的识别这些相关方。为确保将这个问题和解决方案与整个公司的项目管理群体沟通，项目经理应更新什么？

A. 经验教训

B. 相关方管理计划

C. 沟通管理计划

D. 项目管理办公室(PMO)文档

18.Before the stakeholder meeting. What communication method should the project manager use to obtain key stakeholder approval of the project management plan?

A. Email

B. Interactive

C. Pull

D. push

18. 在相关方会议之前，项目经理应使用什么沟通方式获得相关方对项目管理计划的认可？

A. 电子邮件

B. 交互式沟通

C. 拉式沟通

D. 推式沟通

19.A project manager assigns an activity to a team member. The team member performs the activity as the understood. However, the results do not meet the project manager’s expectations

To avoid this situation, what tool should have been used?

A. Interactive communication

B. Active listening

C. Encode and decode

D. Push communication

19. 项目经理将一项活动分配给团队成员。团队成员按其理解执行活动。但是，执行结果未

能满足项目经理的期望。

为避免这种情况，项目经理应该事先使用什么工具？

A. 交互式沟通

B. 积极倾听

C. 编码和解码

D. 推式沟通

20.Before project status meeting, the project manager uses electronic mail to report project progress and project performance reports. What communication method project manager used?

A. Interactive communication

B. Push communication

C. Pull communication

D. Active communication

20. 在状态会议前，项目经理采用电子邮件邮寄进度和绩效报告。这使用的是哪种类型的沟

通方法？

A. 交互式沟通

B. 推式沟通

C. 拉式沟通

D. 主动式沟通

**答案**

1. 参考答案：D
2. 参考答案：A
3. 参考答案：D。解析：会议管理是采取步骤确保会议有效并高效地达到预期目标。规划会议时应采取以下步骤：准备并发布会议议程（其中包含会议目标）；确保会议在规定的时间开始和结束； 确保适当参与者受邀并出席；切题；处理会议中的期望、问题和冲突；记录所有行动以及所分配的行动责任人。
4. 参考答案：C。解析：内部客户资源希望获知项目状态，这是相关方的沟通需求，要记录在沟通管理计划中。
5. 参考答案：B。解析：首先确定副总裁拒绝采用新文化的根本原因，然后再寻找解决方案。
6. 参考答案：A。解析：首先推荐非正式口头沟通，与该名成员私下交流。
7. 参考答案：C。解析：1+3+3=7,7\*6/2=21
8. 参考答案：D。解析：沟通管理计划，里面有：相关方的沟通需求、需要沟通的信息、发布信息的原因 等。邀请了客户，却不常参加。需要先审查沟通管理计划，看看是否沟通的需求没有满足客户导致不常参加，并在之后对计划进行更新。
9. 参考答案：A。解析：确保相关方能够接收到信息，要制定沟通管理计划。
10. 参考答案：B。解析：范围变更，是涉及了基准的变更，需要使用交互式沟通，即交互沟通。
11. 参考答案：B。解析：对消息感到惊讶，说明没有保持及时的沟通。
12. 参考答案：B。解析：向某一特定项目相关方发一份数据报告，这是把信息发送出去，推式沟通。
13. 参考答案：A。解析：pm 希望传递信息，应该通过沟通管理计划。
14. 参考答案：D。解析：相关方被包含在接受报告的名单中，但还是抱怨缺少某些方面的信息，说明沟通方法，沟通渠道等还是有问题，应该更新沟通管理计划。
15. 参考答案：C。解析：提供的信息不满意，说明时传递信息产生了问题，这是沟通的问题。
16. 参考答案：A。解析：相关方意见不一致，这是有冲突，PM 与他们开会解决冲突。
17. 参考答案：C。解析：此问题和方案要和“整个公司的项目管理群体”沟通，这是要和相关方沟通，应该更新沟通管理计划。
18. 参考答案：B。解析：交互式沟通（老版本里的叫法，第六版已改为互动沟通）。在两方或多方之间进行多向信息交换。这是确保全体参与者对特定话题达成共识的最有效的方法，包括会议、电话、即时通信、视频会议等。
19. 参考答案：A。解析：交互式沟通，有来有去，减少误解。
20. 参考答案：B。解析：邮寄进度和绩效报告，这是推式沟通。