**成本章节练习题**

1. cording to a project atatus report,a project’s earned value(EV) is 0.6 and its planned value(PV) is 0.4.

What performance measures are calculated using this information?

A.Cost variance(CV) and cost performance index(CPI)

B.Schedule variance(SV) and CPI

C.SV and schedule performance index(SPI)

D.CV and SPI

1. 根据项目状态报告，项目挣值（EV）为0.6，计划价值（PV）为0.4。

使用该信息能计算出什么绩效测量结果？

A.成本偏差（CV）和成本绩效指数（CPI）

B.进度偏差（SV）和CPI

C.SV和进度绩效指数（SPI）

D.CV和SPI

2. ing the initiation phase of a project,the project manager needs to develop the budget.What components need to be included?

A.Cost baseline and contingency reserve

B.Cost baseline and management reserve

C.Work package cost estimates and contingency reserve

D.Activity cost estimates and management reserve

2. 启动阶段，项目经理需要制定预算。需要包含哪些组成部分？

A.成本基准和应急储备

B.成本基准和管理储备

C.工作成本估算和应急储备

D.活动成本估算和管理储备

3. roject manager develops a graph that depicts earned value management (EVM) using cost performance index (CPI) and schedule performance index (SPI) measures on a chart.The project management office (PMO) has guidelines stating that any project cost schedule variance exceeding 10 percent must be reported to the office.

What should the project manager report?

A.The project has a schedule delay and cost overrun

B.The project has a cost overrun only

C.The project has schedule delay only

D.There are no issues with the project

3. 理制作了一份图表来描述挣值管理（EVM），图表中使用成本绩效指数（CPI）和进度绩效指数（SPI）来衡量指标。项目管理办公室（PMC）的指导方针规定，如任何项目成本或进度偏差超过10%，必须上报到项目管理办公室。

项目经理上报什么内容？

A.项目进度延迟且成本超支

B.项目只是成本超支

C.项目只是进度延迟

D.项目没有任何问题

4. roject manager's multidisciplinary teams are spread over several countries.Each team has prepared its budget and resource needs,which now must be integrated into and compared with the project charter's estimated budget.

What should the project manager do next?

A.Seek sponsor approval

B.Conduct a kick-off meeting

C.Review the plan and document the costs

D.Gather the information and finalize the budget

4. 理的多学科团队分布在几个国家。每个团队都已准备了各自的预算和资源需求，现在必须融合在一起并与项目章程的估算进行对比。

项目经理下一步应该怎么做

A.寻求项目发起人的批准

B.召开项目启动大会

C.审查计划并记录成本

D.收集信息并最终确定预算

5. project manager reports a to-complete performance index of 1. 15. The budget at completion is US$1,575,000.The earned value is US$1 million. The planned value is US$985,000.

What is the actual cost?

A.US$985,000

B.US$1,075,000

C.US$1,061,957

D.US$1,132,750

5. 理报告一个完工尚需绩效指数为1.15.完工预算为157.5万美元。挣值为1百万美元。计划价值为98.5万美元。

那么实际成本是多少?

A.985000美元

B.1075000美元

C.1061957美元

D.1132750美元

6. ing the execution of a project, the cost performanceindex(CPD）is 0.80 and the shedule performance index (SPI)is 0.70. At the time,the sponsor wants to know how hard it will be to complete the scope within budget.

Which tool or technique should help the project manager？

A.Budget at completion (BAC)

B.Cost forecast

C.Estimate at completion (EAC)

D.To-complete performance index (TCPI)

6. 行一个项目期间，成本级效指数CPD)为0. 80,进度绩效指数(SPI)为0.70。此时，项目发起人希望了解按预算完成项目范围的难度有多大。

哪一项工具或者技术应该帮助项目经理?

A.完工预算(BAC)

B.成本预算

C.完工估算(EAC)

D.完工尚需绩效指数(TCPD)

7. planned value (PV) of a project is US$10,000 and its actual cost (AC) is US$8,000.

If the cumulative variance is US-$2,000, What is the cost performance index (CPI)?

A.0.6

B.0.75

C.0.8

D.1.25

7. 目的计划阶段(PV)为10000美元，而实际成本(AC)为8000美元。

如果累计偏差为-2000美元，则成本绩效指数(CPI)是多少?

A.0.6

B.0.75

C.0.8

D.1.25

8. ing a brainstorming session, the project team develops a series of response strategies to mitigate the impact of a power failure during the commissioning phase of a new office building. What should the project manager consider when choosing the best strategy?

A.Lowest cost

B.Ease of implementation

C.Cost effectiveness

D.Ability to provide quick results

8. 头脑风暴会议期间，项目团队制定了一系列应对策略，以减轻在新办公楼调试阶段电源故障的影响。选择最佳战略时，项目经理应考虑什么？

A.最低成本

B.易于实施

C.成本效益

D.能够提供快速结果

9. onstruction company is contracted by the local government to build a bridge. The project

manager completed the work breakdown structure (WBS) and now must estimate the budget. What tool or technique should the project manager use?

A.Cost aggregation

B.Reserve analysis

C.Funding limit reconciliation

D.Historical relationships

9. 工公司承包了当地政府的一个桥梁建设项目。项目经理完成了工作分解结构，现

在必须估算预算。

项目经理使用的是什么工具或技术？

A.成本汇总

B.储备分析

C.资金限制平衡

D.历史关系

10. project sponsor wants a project status update. What method should the project manager use

A.Critical path method

B.Procurement data flow analysis

C.Expected monetary value (EMV) analysis

D.Earned value management (EVM)

10. 人希望更新项目状态。项目经理应该使用下列哪种方法？

A.关键路径法

B.采购数据流分析

C.预期货币价值（EMV）分析

D.挣值管理（EVM）

11. oject manager receives a project costs report from a team member. However, the report was not approved by the appropriate party. It appears that the team member did not follow the procedures and policies for documenting and controlling project costs.

What process is used to determine these policies and procedures?

A.Plan Cost Management

B.Estimate Costs

C.Control Costs

D.Determine Budget

11. 收到一名团队成员提交的项目成本报告。然而，该报告未得到相关方的批准。

看起来团队成员未遵循记录和控制项目成本的程序和政策。

哪一个过程可用来确定这些政策和程序？

A.规划成本管理

B.估算成本

C.控制管理

D.制定预算

12. cal 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.

A.Contingency reserve

B.Project budget reserve

C.Management reserve

D.Risk response reserve

12. 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

13. nvestigation shows that the lowest possible cost to perform a project is US$100 million. After further inquiry, it is found that similar projects were delivered for 25% more, and one project cost three times more than the lowest cost estimate.

Using all of the provided estimates, which of the following should be used as a cost estimate?

A.US$100 million

B.US$150 million

C.US$200 million

D.US$250 million

13. 显示执行一个项目的最低可能成本为$1 亿美元。进一步调查之后发现有

类似项目交付成过比估算多 25%，而另一个项目成本比最低成本估算多三倍。

使用所有提供的估算，下列哪一项应作为成本估算？

A.$1 亿美元

B.$1.5 亿美元

C.$2 亿美元

D.$2.5 亿美元

14. r a detailed list of project activities is created, the project manager wants to estimate the project’s total cost without changing the project’s duration or deliverables. Which of the following estimating techniques should the project manager use?

A. Three-point

B. Bottom-up

C. Analogous

D. parametric

14. 目活动详细清单之后，项目经理希望在不更改项目持续时间或可交付成果的情况下估算项目总成本。项目经理应使用下列哪一项估算技术？

A. 三点估算

B. 自下而上

C. 类比估算

D. 参数估算

15. ng development of the project’s budget plan, which of the following should assist the project manager in determining the total project costs?

A. Resource calendar

B. Earned value method

C. Cost variance analysis

D. Cost control process

15. 目预算计划期间。下列哪一项将协助项目经理确定项目总成本？

A. 资源日历

B. 挣值法

C. 成本偏差分析

D. 成本控制过程

16. project is half way to completion and continues to be over budget. The current project metrics are as follows: Schedule Performance Index (SPI) =0.96 Cost Performance Index (CPI)

=0.98 Actual Cost (AC) =500,000 Budget at Completion (BAC) =1,000,000 Which of the following is the expected total cost of completing all work? A. US$1, 505, 024

B. US$1, 101, 666

C. US$1, 020, 408 D.US$990,073

16. 完工中途，并继续超出预算。当前的项目指标如下：

进度绩效指数(SPI)=0.96 成本绩效指数(CPI)=0.98 实际成本(AC）=500，000 完工预算(BAC)=1,000,000

下列哪一项属于完成全部工作的预计总成本？

A. US$1,505,024

B. US$1,101,666

C. US$1,020,408

D. U$990,073

17. project’s earned value reports the cost performance index is 0.87, and the schedule performance index is 1.18. What does the report indicate to the program manager regarding the project?

A. Ahead of schedule and over budget

B. Ahead of schedule and under budget

C. Behind schedule and under budget

D. Behind schedule and over budget

17. 值报告成本绩效指数为 0.87，而进度绩效指数为 1.18。这份报告对项目群经理

说明了项目处于什么状态？

A. 超前于进度，但超出预算

B. 超前于进度：并低于预算

C. 落后于进度，但低于预算

D. 落后于进度，并超出预算

18. oject manager estimates costs for a new software project. Based on past experience, the company developed a statistical relationship between the number of screens in a module and the labor hours required to produce a module.

What cost estimating technique should be used to take advantage of this information?

A. Analogous

B. Parametric

C. Bottom-up

D. Rough order of magnitude

18. 估算一个新软件项目的成本。根据过往经验，公司制定了模块屏幕数量和生产一个模块所需的劳动小时数之间的统计关系。

应使用什么成本估算技术来利用这项信息？

A. 类比估算

B. 参数估算

C. 自下而上估算

D. 粗略量级估算

19 holders ask a project manager about a project's financial status. The current cost performance index (CPI) is 0.8 and the schedule performance index (SPI) is 1.2. What should the project manager use to determine the project's performance status?

A. Trend analysis

B. Completed actions documentation

C. Project budget status reporting

D. Performance index calculations

19 经理询问一个项目的财务状态。目前，成本绩效指数(CPI)为 0.8,进度绩效指数

(SPI) 为 1.2。

项目经理应使用哪一项来确定项目的绩效状态？

A. 趋势分析

B. 已完成工作文档

C. 预算状态报告

D. 绩效指数计算

20 项目，项目经理希望知道一项没有历史数据的关键活动持续时间。 这项活动的专家位于不同国家，项目经理需要收集他们的反馈。

应该使用哪种技术？

A.德尔菲技术

B.根本原因分析

C.焦点小组会议

D.头脑风暴

**答案**

1. 参考答案：C
2. 参考答案：B
3. 参考答案：A
4. 参考答案：D
5. 参考答案：B
6. 参考答案：D
7. 参考答案：B
8. 参考答案：C。解析：成本效益分析是PMI推荐的标准工具，同时考虑平衡成本与获得的效益，来决定投入，以及质量与等级。
9. 参考答案：A。解析：题干说PM已经完成了WBS，因此可基于工作包汇总至WBS更高层次来进行累加得到项目预算。成本汇总：先把成本估算汇总到WBS 中的工作包，再由工作包汇总至WBS 更高层次(如控制账户)，最终得出整个项目的总成本。
10. 参考答案：D。解析： EVM把范围基准、成本基准和进度基准整合起来，形成绩效测量基准。
11. 参考答案：A。解析：规划成本管理是确定如何估算、预算、管理、监督和控制项目成本的过程。本过程的主要作用是，在整个项目期间为如何管理项目成本提供指南和方向。
12. 参考答案：C。解析：这个新风险是团队没有预计到的，说明是未知的意外风险，应该动用管理储备。
13. 参考答案：B。解析：（1+4\*1.25+3）/6=1.5
14. 参考答案：B。解析：创建了项目活动的详细清单，可以使用自下而上估算。
15. 参考答案：A。解析：资源日历是制定预算的输入。
16. 参考答案：C。解析：典型偏差：EAC=BAC/CPI=1000,000/0.98=1020408
17. 参考答案：A。解析：成本超支、进度提前。
18. 参考答案：B。解析：制定了统计关系，可用参数估算。
19. 参考答案：D。解析：CPI=0.8，SPI=1.2，成本超支、进度提前。通过绩效指数确定项目的绩效状态。
20. 答案：A解释：“不同国家” “专家”，根据题目中这些关键词，建议选择背靠背的收集 反馈的模式——德尔菲方法。