**质量章节练习题**

1.During testing, multiple product defects are identified. What tool or technique should the project manager use to prioritize these defects?

A.Control chart

B.Pareto diagram

C.Variance analysis

D.Rough order of magnitude estimate (ROM)

1.在测试期间发现了多个产品缺陷，项目经理应使用下列哪项工具或技术为这些缺陷排列

优先顺序？

A.控制度

B.帕累托图

C.偏差分析

D.粗略量级估算（ROM）

2.A project’s deliverable must comply with legal guidelines. To ensure these standards are met, the project manager implements training for the project team on these guidelines.

The cost of the training should be assigned to which of the following?

A.Prevention costs

B.Appraisal costs

C.Internal failure costs

D.External failure costs

2.项目的可交付成果必须遵守法律指导方针。为了确保满足这些标准，项目经理为项目团队实施了有关这些指导方针的培训。

培训成本应归到下列哪一项？

A.预防成本

B.评价成本

C.内部失败成本

D.外部失败成本

3.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

3.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

4.The number of defects found in a new product has increased recently. Senior management is concerned and asks the project team to research the issue.

To identify the root causes, what tool should the project team use?

A.Pareto diagram

B.Work breakdown structure

C.Histogram

D.Ishikawa diagram

4.最近在一个新产品中发现的缺陷数量上升。高级管理层非常担心，并要求项目团队调查这个问题。若要确定根本原因，项目团队应使用什么工具？

A.帕累托图

B.工作分解结构

C.直方图

D.石川图

5.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

5.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

6.After assuming management of an ongoing project, the project manager determines that there are insufficient quality metrics to support the project. What should the project manager do next?

A.Create a histogram and Pareto diagram to document results and share with key stakeholders.

B.Discuss the project status with the sponsor and update the project team.

C.Assess the project management plan for quality gaps and update the quality management plan.

D.Update lessons learned upon completion of the project and recommend process improvements.

6.在负责管理一个正在进行中的项目之后，项目经理确定支持项目的质量测量指标不足。项目经理下一步该怎么做？

A.创建直方图和帕累托图来记录结果，并与关键相关方分享

B.与项目发起人讨论项目状态并向项目团队更新

C.评估项目管理计划的质量差距，并更新质量管理计划

D.完成项目时更新经验教训，并建议过程改进

7.A project manager is leading a quality improvement project for a cell Phone manufacturer. The project manager is unfamiliar with the cell phone manufacturer’s quality data and wants the test data recorded. The project manager will use this data to determine if the improvement will meet predefined quality standards. What tool should the project manager use?

A. Scatter diagram

B. Pareto diagram

C. Histogram

D. Control chart

7.项目经理正在领导一个手机制造商的质量改进项目。项目经理不熟悉手机制造商的质量数据，想得到记录的测试数据。项目经理将使用该数据来确定改进是否满足预先定义的数量标准。

项目经理应该使用什么工具？

A. 散点图

B. 帕累托图

C. 直方图

D. 控制图

8.A project manager decides to conduct a pilot initiative with a test group to identify the most common issues and determine potential areas for improvement. What will help to identify and prioritize these issues as areas for improvement?

A. Ishikawa diagram

B. Benchmarking

C. Design of experiment

D. Pareto diagram

8. 项目经理决定与一个测试组进行试点计划，识别最常见的问题，并确定潜在的改进领域。

下列哪一项有助于识别这些问题并将其作为改进领域排列优先顺序？

A. 石川图

B. 标杆对照

C. 实验设计

D. 帕累托图

9.A project manager is working on a project’s continuous improvement process and discovers that some project activities are noncomplia4t with defined policies and processes. What should the project manager use to detect similar issues?

A. Root cause analysis

B. Inspections

C. Expert judgment

D. Audits

9.项目经理正在从事项目的持续完善过程，发现一些项目活动不符合定义的政策和流程。

项目经理应使用什么来发现类似问题？

A. 原本原因分析

B. 检查

C. 专家判断

D. 审计

10.A project manager notices increasing incidences of reworks. What toots or techniques should be used to determine the types of defects and their possible causes?

A. Ishikawa diagram and control chart

D. Pareto diagram and Ishikawa diagram

C. Control chart and Pareto diagram

D. Histogram and Pareto diagram

10.项目经理注意到返工发生率不断增加.应使用什么工具或技术来确定缺陷类型及其可能原因？

A. 石川图和控制图

B. 帕累托图和石川图

C. 控制图和帕累托图

D. 直方图和帕累托图

11.A project sponsor offers a bonus if a project can be completed one month ahead of schedule. The project team is motivated by this offer and accelerates the schedule by ignoring a standard compliance process.

What should the project manager use to investigate any issue?

A. Cause-and-effect diagrams

B. Control charts

C. Quality audits

D. Inspections

11.项目发起人提供了一份奖金，如果项目能够比进度计划提前一个月完成就能得到这份

奖金。项目团队受到这个奖金的激励，加快了速度，却把标准合规过程置于脑后。

项目经理应使用什么来调查任何问题？

A. 因果图

B. 控制图

C. 质量审计

D. 检查

12.A key project deliverable is deployed in the customer’s environment for user acceptance testing. After executing several test cases, the customer rejects the deliverable due to defects,

What should the project manager have done to avoid Inspections ?

A. Verified the deliverables through periodical inspections.

B. Reviewed the quality checklist.

C. Performed a quality improvement initiative.

C. Validated the scope.

12.一个关键项目可交付成果被部署在客户环境中进行用户验收测试。在执行多组测试后由于缺陷，客户拒收交付。

若避免这个问题，项目经理事先应该做什么？

A. 通过定期检查核实可交付成果。

B. 审查质量核对表。

C. 执行质量改进计划。

D. 核实范围。

13.A project manager discovers a significant flaw in a major project deliverable. Which project management process is being performed?

A. Perform quality Assurance

B. Control Quality

C. Plan Quality Management

D. Statistical Sampling

13.项目经理发现一个重大项目的可交付成果存在显著缺陷。这正是执行哪一个项目管理过程?

A. 实施质量保证

B. 控制质量

C. 制定质量管理计划

D. 统计抽样

14.A steering committee questions whether a progress report follows the company# s methodology. To ensure the report reliability, what should the project manager do?

A. Conduct a quality audit.

B. Request that all project team members review report.

C. Ask another project manager to evaluate the report.

D. Send additional information to the steering committee’s chairperson.

14.指导委员会质疑进度报告是否遵循公司的方法论.若要确保报告的可靠性，项目经理应该怎么做？

A. 开展质量审计。

B. 要求所有项目团队成员审查报告。

C. 要求另一名项目经理评估报告。

D. 向指导委员主席发送额外信息。

15.A software company initiates a news project to build an application for their phone system and a project team has been assembled. All project team members have attended the application training and fully understand the needs of the project and how to build a quality product.

What cost of quality is being lever aged by the project manager to execute the project within budget?

A. Internal failure costs

B. Prevention costs

C. Appraisal costs

D. External failure costs

15.一个软件公司发起一个新项目，为他们的电话系统构建一个应用程序，且项目团队已经组建。所有项目团队成员都参加了应用程序培训，充分了解该项目的需求以及如何生产一个高质量的产品。

项目经理应利用哪一项质量成本在预算范围内执行项目？

A. 内部失败成本

B. 预防成本

C. 评估成本

D. 外部失败成本

16.To resolve issues reported after a features upgrade to asocial media website, a project manager is provided with a group of technical resource, it is identified that different sections of the website were impacted due to a variety of issues.

However, due to limited resources, not all of the issues can be resolved.

What tool should the project manager use to prioritize Issues and to allocate resources?

A. Flowchart

B. Pareto diagram

C. Control chart

D. Cause-and-effect diagram

16.为解决将一个功能升级至社交媒体网站后报告的问题，为项目经理提供了一组技术资源。已经确定由于各种问题，网站的不同部分都受到影响。但是，由于资源有限，并非所有问题都能够解决。

项目经理应该使用什么工具来确定问题的优先顺序，并分配资源？

A. 流程图

B. 帕累托图

C. 控制图

D. 因果图

17.During system testing, the number of tests that fail by type or category of identified cause is recorded. The project manager needs to address the areas of greatest fault first to correct the errors.

What type of tool or technique should the project manager use?

A. Control chart

B. Histogram

C. Pareto chart

D. Scatter diagram

17.在系统测试期间，按已识别原因的类型或类别记录了失败测试的数量。项目经理首先需

要从最大故障领域着手来解决错误。 项目经理应使用哪种类型工具或技术？

A. 控制图

B. 直方图

C. 帕累托图

D. 散点图

18.What are the three types of cost of quality that may be incurred during a project?

A. Prevention, appraisal, and failure

B. Environmental, appraisal, and prevention

C. Appraisal, labor, and prevention

D. Stakeholder, prevention, and labor

18. 项目过程中可能发生哪三种质量成本类型？

A. 预防成本、评价成本和失败成本

B. 环境成本、评价成本和预防成本

C. 评价成本、人工成本和预防成本

D. 相关方成本、预防成本和人工成本

19.Due to quality control issues, a project is behind schedule. There is no obvious pattern to the identified defects. Using a qualitative approach, which quality control tool should be used to determine the source of the defects?

A. Histogram

B. Pareto chart

C. Scatter diagram

D. Cause and effect diagram

19.由于质量控制问题，项目落后于进度。没有识别缺陷的明显模式。使用定性方法，应使用哪一种质量控制工具来确定缺陷来源？

A. 直方图

B. 帕累托图

C. 散点图

D. 因果图

20.A project manager suspects there is a quality defect in a recently produced batch of products. However, a test for this defect will be destructive to the products. What should the company do next'?

A. Execute a design of experiments on the batch of products.

B. Randomly select units from the batch to measure the extent of the defect.

C. Execute statistical sampling with pre-defined acceptance criteria.

D. Release the current batch to sell at a discounted price,

20.项目经理怀疑最近生产的产品批次中存在一个质量缺陷。但是，对这个缺陷执行测试对

产品将是破坏性的。公司下一步应该怎么做？

A. 对该产品批次执行实验设计。

B. 从产品批次中随机选择几组来测量缺陷的范围。

C. 使用预先定义的验收标准执行统计抽样

D. 发布当前批次产品，按打折价销售。

C.质量核对单

D.质量保证计划

**答案**

1. 参考答案：B。解析：帕累托图：质量七工具之一，一种按发生频率排序的直方图，显示每种已识别的原因分别导致的结果数量。
2. 参考答案：A。解析：培训属于预防成本。
3. 参考答案：C。解析：识别大多数问题的主要原因，使用帕累托图。
4. 参考答案：D。解析：确定根本原因，使用石川图。
5. 参考答案：D。解析：质量审计针对过程，质量审计的目标：积极、主动地提供协助，以改进过程的执行，从而帮助团队提高生产效率。
6. 参考答案：C。解析：应该在项目早期就对质量管理计划进行评审，以确保决策是基于准确信息的。
7. 参考答案：D。解析：控制图，用来确定一个过程是否稳定，或者是否具有可预测的绩效
8. 参考答案：D。解析：帕累托图，识别引起大多数缺陷的少量原因，并为其排序。
9. 参考答案：D。 解析：审计是用来确定项目活动是否遵循了组织和项目的政策、过程与程序的一种结构化的、独立的过程。
10. 参考答案：B。解析：帕累托图，识别大多数问题的少量原因。石川图，识别问题的根本原因。
11. 参考答案：C。解析：标准合规问题需要调查，使用质量审计。质量审计是用来确定项目活动是否遵循了组织和项目的政策、过程与程序的一种结构化的、独立的过程。
12. 参考答案：A解析：质量控制中检查核实可交付成果，通常先做 A，再做 B。B 通常用来核实所要求的一系列步骤是否已执行。先做 A，出现问题，查找问题再做 B
13. 参考答案：B。解析：检查到最终结果有缺陷，这是在做控制质量。
14. 参考答案：A。解析：质量审计是用来确定项目活动是否遵循了组织和项目的政策、过程与程序的一种结构化的、独立的过程。
15. 参考答案：B。解析：预防成本，确保在预算范围内执行，防止在范围外执行。
16. 参考答案：B。解析：为缺陷原因排列优先顺序，并识别大多数问题的少量原因。
17. 参考答案：C。解析：帕累托图是将引起各种缺陷的原因进行排序。
18. 参考答案：A。解析：质量成本包括：预防成本、评价成本、失败成本。
19. 参考答案：D。解析：找原因、找缺陷来源用因果图。
20. 参考答案：C。解析：PM怀疑存在质量缺陷，对缺陷执行测试又具有破坏性，那就从产品中选出一些样品来进行测试