世纪卓越 PMBOK 第五版 PMP 考试模拟题（八）

（一）　　友情提醒

建议您在完成高效模拟题基础上进行模拟。

（二）　　目标

PASS 150 题（尽量留出 3 个小时"块"时间完成）

（三）　　措施

1. 再次阅读 PMBOK、讲义和课外书籍，融会贯通并巩固知识点
2. 完成 4 套模拟题，通过 150 题为基本要求
3. 考生理解记忆 47 个过程概念推出输入输出工具 80%
4. 考生自主学习阶段
5. 解析模拟题
6. 考试技巧分享

（四）　　【考中驿站】–可在模拟时试用

1. 拿不准的可先标记；
2. 注意先易后难，拿到 100%有把握的题；
3. 50 题为一个目标，分阶段治理保持头脑清醒；
4. 充分利用排除法；
5. 计算题再简单也需利用白纸替代你的脑袋；
6. 考试开始写下常用计算公式；
7. 遵守 PMI 理念（双赢等）；
8. 注意太绝对太霸道的词（如所有、全部、必须等）
9. 考生应该快速找到自己的安全区域（100%有把握的题分布区域）；
10. 模棱两可的题相信自己第一感觉（充分用排除和理念答题），100%有把握的题相信自己第二感觉（第二次 check）

祝愿全体通过！

1、合同履行期间，你发现供方的一个子承包商按照一个错误的规范进行工作。为了保证你的项目进度，你直接为这个子承包商提供了正确的规范。你的行为是_____。

A.对的，因为你必须控制进度

B.不对，因为这个子承包商不会遵循你的要求

C.对的，因为你的供方没有采取行动

D.不对，根据合同惯例，这个纠正措施应该由你的供方发布

1.During the execution of contract, you found one subcontractor your seller was working as per a wrong specification. To pledge the schedule of your project, your write is____.

A. Correct ,because you must catch the schedule

B. Incorrect,because the subcontractor will not follow your advi

C. correct,because your seller is not active

D. Incorrect, as per privity of contract, this will release the responsibility of seller to fulfill contract

2、执行过程中，团队成员担心过程执行的效率，项目经理应该建议查看以下哪一项？

A. 进度管理计划

B. 质量管理计划

C. 需求管理计划

D. 过程控制计划

2、During implement of project,the team member concerns about the effectiveness of process performance,which of the following item that project manager should suggest to ask for?

A、Schedule management plan

B、Quality management plan

C、Requirement management plan

D、Process control plan

3、项目经理邀请干系人参加项目状态评审。沟通管理计划中包含 12 名团队成员。还要求包含其余四名团队成员。那么还需要多少个额外沟通渠道？

A. 6 个

B. 54 个

C. 66 个

D. 120 个

3.The project manager invites stakeholders to review the project status.The communication management plan contains 12 team members,also contains 4 team members,How many additional communication channels does it need to do?

A.6

B.54

C.66

D.120

4、项目执行期间，客户表示由于多个项目同时进行，对进入测试实施设置限制。这项变化可能导致项目进度延期。未来尽可能减少负面影响，项目经理下一步应该怎么做？

A．通知客户进度潜变
B．查看风险登记册中已批准的纠正措施
C．执行风险分析
D．根据这项变化更新项目进度计划

4. During the project implementation, the customer indicates that there are multiple executing projects at the same time, and it limited access to the test facility on current project, This change may lead to the project schedule delays. To reduce the negative impact, what should the project manager do next?
A. Notice the customer about schedule creep.
B. Review the risk register for approved corrective actions.
C. Perform a risk analysis.
D. Update the project schedule according to this change.

5、在项目收尾阶段，由于意想不到的问题，一个建设项目有着一个更广泛的变更日志。项目经理为项目收尾收集所需文件。下列哪一个文档属于公司知识库的收尾部分？
A．变更控制程序
B．财务控制程序
C．正在收尾的问题报告
D．收尾矩形

5. In closing phase, a construction project has an extensive change log due to unexpected issues, The project manager gathers project documents required for project closure, Which of the following documents belong to the company"s knowledge bass as part of the closure?
A. Change control procedures
B. Financial control procedures
C. Closing issue reports
D. Final matrix

6、公司完成一个办公楼迁移项目。虽然新办公楼优于旧办公楼，但因为新办公楼离许多员工的家比较远，许多员工并不满意，项目经理应该如何解决这种情况？
A．创建风险登记册，包括风险概率和影响。
B．通过遵循风险应对计划减轻影响
C．联系职能经理并更新风险登记册
D．将风险转移给人力资源部门，建议更好的工资结构

6. The company completes a building relocation project, Although the new office building is better than the old building, many employees are not satisfied, because the new building is far away from the home of many employees. How should the project manager address this situation?
A. Create a risk register, including the probability and impacts of the risk
B. Mitigate the impacts by following the risk response plan
C. Contact the functional manager and update the risk register
D. Transfer the risk to the human resources department, suggesting a better salary stucture.

7、项目发起人执行力一项新的文档控制过程。该新过程要求增加一些团队成员来处理项目实施过程中的信息，这将导致劳动力成本增加和进度延迟，面对新变化，项目经理应该如何让整合这一新过程？

A．使用变更管理计划整合管理新的需求

B．为在项目中使用，施加更有效的文档控制程序

C．制定风险管理计划，并评估风险然后报告给项目干系人

D．与项目干系人一起开展风险紧迫性评估

7.A project sponsor implements a new document control process.This new process requires some team members to handle the process to information ,which will lead to increased labor costs and schedule delays.Facing this new change,what should the project manager integrate this new process?

A.Integrate to manage the new requirements using the change management plan.

B. Impose a more efficient document control process for use on this project.

C.Develop a risk management plan to evaluate the risk and report back to stakeholders.

D.Associating with project stakeholders for launching risk urgency assessment.

8、在识别可能延迟项目的潜在风险后，项目经理规划了风险应对措施。项目经理接下来该怎么做？

A．更新项目管理计划

B．请求批准使用应急储备

C．压缩项目进度

D．执行风险分析

8.After identifying a potential risk that could delay the project,the project manager implements the planned response,What should the project manager do next?

A、Update the project management plan.

B、Request approval to use contingency reserves.

C、Compress the project schedule.

D、Perform a risk analysis.

9、项目发起人要求项目经理立即开始一个战略项目。项目经理了解到还未签署正式合同。项目经理接下来应该怎么做？

A．与项目发起人协商

B．停止项目

C．咨询项目干系人

D．与高级管理层协商

9.The sponsor requires the project manager to start a strategic project immediately,The project manager learned that it has not yet signed a formal contract.What should the project manager do next ?

A.Negotiate with the project sponsor

B.Stop the project

C.Consulting project stakeholders

D.Negotiate with the senior management

10、项目发起人指示项目经理开始一个战略项目，项目预计一个月内交付，项目需求还未完成。项目经理接下来该怎么办？

A．与项目发起人沟通，所有项目需求还未完成不可能规划/执行项目的

B．组织召开一个会议，与其他专家/资深人士审查该问题

C．使用滚动式规划法进行项目规划

D．执行风险分析

10. The sponsor directs the project manger to star a strategic immeistely. A project is scheduled in one month, and the project requirements are not yet complete. What should the project manager do next?

A．Communicate to the sponsor that proper planning/execution has not yet completed before all the project requirements are not completed.

B．Organize a meeting to review the situation with other experts/veterans.

C．Begin planning the project using a rolling wave method.

D．Perform a risk analysis.

11、制定项目范围说明书后，团队已准备好继续进行其他项目活动。团队成员要求项目经理对下一个项目过程的活动和成果提供指导。项目经理接下来该怎么做？

A．列出项目团队更新项目文件选择范围的制约因素

B．收集需求，创建需求跟踪矩阵

C．将活动清单排序，估算活动资源

D．审查之前项目的政策、程序和经验教训，创建工作分解结构

11. After defining a project scope statement, the team is ready to proceed with other project activities. The team members request the project manager's guidance on the activities and outcomes for the next project session, What should the project manager do next?

A. List the project constraints that limit the team's options to update the project documents.

B. Collect the requirements to create the requirements tracebility matrix

C. Sequence the activity list to estimate the activity resources

D. Review the policies procedures. and lessons learned from previous to create work breakdown structure.

12、项目经理正工作在一个执行项目中，在项目结束前两周发现一个系统功能未含有统一的最终的验收标准流程。项目经理接下来应该怎么做？

A．按需求说明更新项目管理计划

B．评估变更，并与客户讨论对项目成本造成的影响

C．拒绝变更，因为项目接近完工，影响将很大

D．与项目干系人一起讨论变更的影响

12. The project manger are working on an implement project, He finds that a system function does not contain the uniform ultimate acceptance standard process before two weeks in the project's closure. What should the project manager do next?

A. Update the project management plan as started to requirements.

B. Assess the change,. and discuss the impact on the project costs caused by customer.

C.Reject the change,since the project is close to complete and the impact will be great.

D.Discuss impact of the change with the project stakeholders.

13、高级管理层识别了新仓库管理系统的初步范围和高层次需求。启动阶段结束后，项目经理首先应该怎么做？

A. 识别外部和内部的所有干系人

B. 项目经理需要批准项目范围的说明书

C. 需要批准项目计划

D. 需要最终批准财务预算

13.The senior management identified the initial scope and high-level requirements from the new warehouse management system,After the initiating phase closed,what should the project manager do first?

A.External and internal stakeholders needs to identify

B.The project manager needs to approve the project scope statement

C.Require the project management plan needs to approve

D.Financial budget needs final approvel.

14、在估算项目任务时，项目经理假定团队是经过培训和有经验的。任务需要的专门技能在当前团队中又不可用，因此，资源的获得是极其困难的，在项目完成后，这些熟练的资源又不被保留。应该使用什么方法来确定团队位置？

A. 专家判断

B. 预分派

C. 虚拟团队

D. 多标准决策分析

14.When estimating a project's tasks,the project manager assumes the team.Therefore,obtaining resources will be difficult.After the project is completed,these skilled resources will not be retained.Identify the position on the team,which method should be utilized.

A.Expert Judgment

B.Pre-assignment

C.Virtual teams

D.Multi-Criteria Decision Analysis.

15、在项目测试阶段，职能经理抵制对公司战略上有重要意义的一项实施。该风险及其应对措施已被记录并在之前的风险讨论会上讨论过。在这个项目风险触发后，项目经理首先应该怎么做？

A. 接洽抵制变化的职能经理，明确该变化的好处，并获得他们的批准

B. 让职能经理有时间去意识到使用新系统的好处

C. 上报给项目发起人要求干预

D. 使用项目经理的职权，实施这项变化

15.During the project's testing phase,functional managers resist an implementation,which is strategically important to the company,This risk and its

response was documented and discussed in previous risk workshop.After the risk is triggered,what should the project manager do first?

A. Engage the functional managers who resist the change,articulate the benefits,and secure their approval

B. Allow functional managers time to realize the benefits of using the new system

C. Escalate to the project sponsor to request intervention

D. Use the project manager's authority to enforce the change

16、一家零售公司完成了一个为期六个月在地区 A 内的 10 个商店中的实施一种销售点系统的项目，成本为＄5000 万美元。项目发起人指示项目经理在地区 B 内的 20 个商店实施相同的系统。预算为＄4000 万美元。项目的完工时间相同或提前。但是一些关键团队成员不想去地区 B 工作。项目经理首先应该怎么做？

A. 开展实施后分析，确定从地区 A 中学到的经验教训

B. 减少非计费活动，比如实施后审查，以满足预算

C. 提供奖励激励团队参与地区 B 的项目

D. 要求客户提供更多的预算和资源来满足地区 B 的项目期限

16. A retail company completes a six-month project to implement a point of sale system at 10 stores in region A,with a budget of US$50 million,The project sponsor indicates the project manager to implement schedule or the same timeframe.However,some key team members do not want to travel to work in region B.What should the project manager do first?

A. Conduct a post-implementation analysis to determine lessons learned

B. Reduce non-billable activities.such as post-implementation review

C. Provide incentives to motivate the team to participate in region B's project

D. Ask the client for a large budget and more resources to meet region B's deadline.

17、项目经理对一项新服务有一个创意，能让其他公司在一个新细分市场中开展业务。经过咨询、交流、市场分析和项目评估，项目经理认为存在进一步定义该项新服务创意的基础。项目经理接下来该怎么做？

A. 识别风险

B. 收集需求

C. 定义高层次范围

D. 创建工作分解结构

17. A project manager has an idea for a new service which will enable their company to conduct its business within a new market segment,After consultations,networking,market analysis,and project assessment,the project manager believes there is a foundation to further define the idea for the new service,What should the project manager do next?

A. Identify risk

B. Collect requirement

C. Define the high-level scope

D. Create the work breakdown structure

18、在一个项目的收尾阶段，项目经理和发起人审核了所有可交付成果、成本绩效指数、进

度绩效指数以及根据基准和在项目范围内所有完工的工作，但是，客户仍不满意可交付成果和不同意项目经理的决定，什么是可能导致这个问题的原因？

A．项目经理没有进行风险再评估和规划相应的绩效评估

B．没有按客户的要求更新范围和范围基准

C．在项目中途，发起人更换项目经理，客户不满意新的项目经理

D．没有执行确认范围的过程

18．At the close phase of a project , the project manager and sponsor review all project deliverable and cost, schedule performance and confirmed that all work have been completed according to the baseline and project scope, However, the customer is not satisfied with the deliverable and disagrees with the project manager's decision, What could cause this problem?

A. The project manager did not perform risk reassessment and plan corresponding performance.

B. Customer ask for scope change and the scope baseline is not updated.

C. In the middle of the project. the sponsor changed the project manager and the customer is not satisfied with the new project manager

D. The validate scope process is not executed

19、进行自制或外购分析之后，项目经理将已经包含在工作分解结构（WBS）中的可交付成果外包。项目经理应该采取下列哪一项措施？

A．将需要外包的可交付成果从 WBS 中移除

B．将需要外包的可交付成果保留在 WBS 中

C．创建另一个 WBS，仅包含将需要外包的可交付成果

D．等到选定外包供应商之后，才对 WBS 进行更改

19. After a make-or buy analysis, the project manager outsources deliverable included in the work breakdown structure(WBS). The project manager should do which of the following?

A. Remove deliverables from the WBS that will be outsourced.

B. Maintain in the WBS the deliverable that will be outsourced.

C. Create another WBS including only the deliverables that will be outsourced.

D. Wait until the outsourcing provider is selected before making changes in the WBS.

20、项目经理与项目发起人会面，并提供项目更新，项目发起人评价如果将用户提出的变更包含在内，确保更好的系统性能，那就太好了。项目发起人认为这是个小问题，可以在下一个期限容易地解决，项目经理应该怎么做？

A.告诉团队，确保包含项目发起人的想法

B.记录建议的变更，并执行偏差分析

C.告诉项目发起人，将会在下一个期限之后考虑该建议

D.向项目发起人解释，项目需求已经最终确定

20. The project manager meets with the project sponsor and provides a project update. The sponsor comments that is would be great if changes suggested by the users could be included to ensure that the system performs better, The sponsor belivevs this is a small issue and can be accommodated easily before the next deadline, What should the project manager do?

A．Speak to the team and ensure that the sponsor a thoughts are incorporated

B．Document the suggested changes and perform a variance analysis

C．Tell the sponsor that the suggestions will be considered after the next deadline

D．Explain to the sponsor that project requirements have already been finalized

21、来自公司质量控制部门的检查组报告发现某些可交付成果不满足规范。项目经理应该怎么做？

A．分析数据、改善质量保证活动并更新项目管理计划

B．与干系人协商质量技术规范标准

C．提交变更请求纠正可交付成果

D．用新的质量技术规范重新测试

21.Inspection team report from the company's quality control department found that some deliverable does not meet specifications.What should the project manager do ?

A.Analyze the data,improve quality assurance activities and update the project manager plan

B.Negotiate the quality specification criteria with the stakeholders

C.Submit a change request to correct the deliverables.

D.Repeat the test with new quality specifications.

22、在批准变更实施期间，项目发起人注意到实施工作中花费的时间比预期的长。项目发起人要求项目团队采用不同的方法，从另一个项目团队获取完成项目的关键资源。项目经理应该查询下列哪一份文件？

A．人员配备管理计划

B．变更日志

C．资源日历

D．资源直方图

22.During the implementation of an approval project change,the project sponsor gathers that the implementation is taking longer than expected,The project sponsor requests that the project team take difference approach,which obtains the key resources to complete the project from another project team,Which of the following documents should the project manager consult?

A.Staffing Management Plan

B.Change log

C.Resource Calendars

D.Resource Histogram

23、采购部门向潜在供应商提交一份执行一个项目的建议邀请书（RFP）。投标人会议上项目经理接到供应商 A 要求澄清 RFP 的电子邮件。项目经理接下来应该怎么做？

A．修订 RFP。增加澄清意见，并将其重新发送给所有干系人

B．向所有供应商发送具有澄清消息意见的电子邮件

C．向供应商 A 发送具有澄清消息意见的电子邮件

D．发送消息之前获得管理层的批准

23.The purchasing department submitted a request for proposal(RFP) of a project to the potential vendors,During the bidder conference. the project manager received an

email from vendor A requested clarification, What should the project manager do next?

A. Revised the RFP with the purchasing department, increase clarifications and re-sent to all stakeholders.

B. Email all the vendors with clarified messages.

c. Email vendor A with the clarified messages

D. Obtain management's approval before sending the message.

24、一个为期五年的项目进行到一半。虽然项目团队绩效没有问题，项目经理担心团队士气低落。项目经理应该怎么做才能保持团队受到激励？

A．在项目问题日志中记录任何问题

B．确保项目的 RACI 图准确

C．使用德尔菲技术

D．完成团队绩效评估

24. A five-year project reaches its half-way point, While team performance has not been an issue, the project manager is concerned that team motivation could be declining, What should the project manager do to keep the team motivated.

A. Document any issues in the project's issue log.

B. Ensure the project RACI chart is accurate

C. Use the Delphi technique

D. Comple the team performance assessment

25、参照下边，完成下面的试题

活动	持续时间（天）	依赖关系
1	5	
2	9	1, FS
3	10	1, FS
4	9	2, FS 3, FS
5	10	4, FS
6	12	4, FS

根据进度计划，活动 2 的完工延迟 3 天，这将对项目的可交付日期造成多少天的影响？

A．0 天

B．1 天

C．2 天

D．3 天

25. Refer to the following table, complete behind of the questions, According to the schedule, the activity 2 completed to delay 3 days, How many days have an impact to delivery date on the project?

A. 0

B. 1

C. 2

D. 3

26、在接到客户的变更请求后，项目团队执行了影响分析，且变更控制委员会批准了该请求。

交付后,客户发现变更请求的执行忽略了一项基准可交付成果。导致产生这一问题的根本原因是什么?

A. 变更控制委员会不能授权变更,因为它对变更请求没有足够的了解
B. 质量控制无效
C. 变更控制系统未与配置控制系统相结合
D. 项目进度计划未更新

26. After receiving a customer's change request, the project team performs an impact analysis and the change control board approves the request. After delivery, the customer finds that the change request's implementation overlooked some baseline deliverables. What could be the root cause of this issue?
A. The change control board cannot authorize the change, as it does not have adequate knowledge of the change request
B. The quality control was ineffective
C. The change control system was not inergrated with the configuration control system
D. The project schedule was not updated

27、一名新项目发起人接管一个处于执行阶段的项目,项目发起人要求项目经理停止批准项目资源时间表。相反,发起人将该任务分配给另一名团队成员。若要重新确立控制权,项目经理接下来该怎么做?
A. 组织与项目发起人召开会议,确定新的标准的项目流程
B. 遵循新项目发起人的指示,将任务委托给团队成员
C. 让项目发起人参考人力资源管理计划
D. 让项目发起人参考项目章程中提供的职权

27. A new project manager sponsor takes over a project in the execution phase, the sponsor requires the project manager to stop approving the project resource's timesheetss. Instead ,the sponsor assigns this task to another team member, To re-establish control over, What should the project manager do next?
A. Organize a meeting with the sponsor to establish a new approval process
B. Follow the new project sponsor instructions and delegate task to the team members
C. Let the project sponsor reference to human resource management plan
D. Let the project sponsor reference to authority provided in the project charter

28、县际高速公路项目处于提案阶段已有几十年。附近地区的群众都非常关心生态影响、交通堵塞、环境污染以及噪音等问题,为了能被接受,提案需要满足一定的社区具体需求。最终,社区和当地政府达成了一项协议让项目得以正式进行。为了让项目获得成功,项目经理必须做什么?
A. 不断征求社区项目干系人的意见
B. 聘请法律代表,应对与具体需求不符合的情况
C. 就如何符合具有需求问题,与社区项目干系人沟通
D. 增加预算,因为材料可能会更贵

28. The inter-county connector highway had been in the proposed stage for decades. Neighborhoods have been concerned about ecological impacts, congestion, pollution and noise. In order to gain acceptance, certain community specifications need to be met. Finally, the community and local government

have reached an agreetment and the project is officially progressing. In order for the project to be successful, what must the project manager do ?

A. Continuously solicit input from community stakeholders

B. Obtain legal representation incase specification are not met

C. Commuticate with community stakeholders regarding how the specification are being met

D. Increase the budget since materials will be more costly

29、新项目包括来自不同国家、带有不同期望的干系人。若要确保所有干系人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．制定干系人登记册

D．制定干系人管理计划

29. The new project includes stakeholders with different expectations from different countries. Make ensure that all stakeholders to obtain the project status. What should the project management plan?

A. Develop communication management plan

B. Develop Project Charter

C. Develop stakeholders register

D. Develop stakeholders management plan

30、生产某个项目可交付成果所需的设备是旧的且不可靠。工厂经理建议订购一台新机器。工厂经理向项目经理提交变更请求记录下列哪一项？

A．纠正措施

B．缺陷补救

C．预防措施

D．更新

30. Equipment needed to produce a project deliverable is old and unreliable. The factory manager suggests that a new machine be ordered. The factory manager submits a change request to the project manager to document which of the following?

A. Corrective action

B. Defect repair

C. Preventive action

D. Update

31 项目结束阶段，项目经理要发最终报告，结果有个成员跑过来说，有一个合同在诉讼，问项目经理怎么办？

A、使用结束采购结束这个合同

B、通知法律部门跟进诉讼

C、结束项目

D、不能结束项目因一个合同还在诉讼中

32、项目团队决定外包一部分项目工作，供应商不愿意承担成本上的风险，而项目经理希望能减少设备质量差的风险，客户希望产品的质量高。以下哪种合同对项目团队和第三方有利？

A．成本加激励费用合同

B．成本加固定费用合同

C．总价加激励费用合同

D．工料合同

32.The project team decided to outsource part of the project work, the suppliers do not want to assume the risk of the cost, but the project manager wants to reduce the risk of poor quality equipment, which of the following would the contract be favorable to the project team and third parties?

A.Cost Plus Incentive Fee Contract

B.Cost Plus Fixed Fee Contract

C.Fixed Price Incentive Fee Contract

D.Time and Material Contract

33、项目结束时，项目经理与客户和干系人确认所有可交付成果。项目满足项目范围内定义的所有要求。项目经理接下来该怎么做？

A．开展项目评估调查，收集项目反馈

B．确保客户和干系人正式验收最终产品

C．更新项目收尾文件，正式完成项目

D．更新项目文件并结束合同

33.At a project's conclusion, the project manager validates all deliverables with the customers and stakeholders,The project met all defined requirement in the project's scope.What should the project manager do next?

A.Conduct a project evaluation survey to gather feedback on the project.

B.Ensure the customers and stakeholders formally accepted the end-product

C.Update the project closure document to formalize the project's completion

D.Update the project files and close the contract.

34、在项目状态会议期间，两名经理讨论下一个里程碑可交付成果的功能。如果团队成员按照计划交付，可交付成果将不符合交付期望。为了确保对项目提供关键业务功能，项目经理下一步应该怎么做？

A．进行需求跟踪矩阵审查

B．分析合规性矩阵以辨析不同

C．识别风险并将其添加到风险日志中

D．执行偏差分析

34.During a project status meeting,the managers discuss the features of the deliverable for the next milestone. If the team members deliver what they planned, the deliverable will not meet the deliver expectations,To ensure the project delivers of the business critical features,What should the project manager do next?

A.Conduct a review of the requirement traceability matrix

B. Analyze the compliance matrix to resolve the difference
C. Recognize it as a risk and add it to the risk log
D. Perform a variance analysis

35、项目遇到了一个未预料的问题，高级技术领导建议的解决方案没有被团队成员们接受。结果高级技术领导很受挫折。项目经理应该采用哪种技能解决这个问题？
A. 培训技能
B. 技术技能
C. 硬技能
D. 软技能

35. A project has encountered an unexpected technical issue. The senior technical lead suggest a solution which is not accepted by some team members. As a result, the senior technical lead becomes frustrated.
What kind of skills should the project manager use to resolve this issue?
A.   Training skills
B.   Technical skills
C.   Hard skills
D.   Soft skills

36、项目团队遵循过程改进计划中说明的步骤来识别必须的改进。该任务应在哪一个过程组中执行？
A. 计划
B. 执行
C. 监控
D. 收尾

36. The project team follows outlines in the process improvement plan to identify needs improvements. In which process group should this task be performed?
A.   Planning
B.   Executing
C.   Monitoring&Controlling
D.   Closing

37、一个项目拥有 40 万美元的预算和 20 周的持续时间。经过预测，项目按照既定的进度均匀分布。在第 10 周结束时，项目的实际成本是 20 万美元，进度绩效指数是 1.15，那么这个项目的状态如何？
A．符合预算，但进度超前
B．符合预算和进度
C．符合预算，但进度落后
D．低于预算但进度超前

37. A project has a budget of US4000, 000 and duration of 20 weeks. The forested project is evenly distributed over the scheduled time frame, At the end of week 10, US$200, 000 is actually cost and the schedule performance index is 1.15. What is the status of the project?
A. On budget and ahead of schedule

B.On budget and on schedule
C.On budget and behind schedule
D.Under budget and ahead of schedule

38.核心项目团队在启动阶段实施了一个项目。分析结果显示，它在项目上具有很大的商业价值和持续的影响力。项目经理接下来应该怎么做？
A. 根据分析结果更新项目风险日志
B. 参与干系人管理以满足他们的期望
C. 根据分析结果制定沟通管理计划
D. 为提升干系人支持度和降低干系人阻力制定一个计划
38.The core project team implement a project on the initiation phase,The result of the analysis show that it has much business value and lasting influence on the project.What should the project manager do next?
A.Update the project risk log with the results of the analysis
B.Engage the stakeholders to management to meet their expectations
C.Develop a communication management plan with their expectations
D.Develop a pan to increase support and minimize resistance from stakeholders

39.项目经理启动一个新项目，并且开始识别项目干系人，下列哪一项对这项任务有帮助？
A. 资源分解结构
B. 组织或公司结构
C. 风险分解结构
D. 干系人管理结构
39.The Project manager stares a new project and begins to identify the project's stakeholders.Which of the following would be useful for this task?
A.Resource breakdown structure
B.Organization or company structure
C.Risk breakdown structure
D.Stakeholder management structure

40.一个跨国项目包含来自全球 11 个不同地方的团队成员，项目经理发现由于文化差异，有两个地方的绩效不如其他地方的绩效。项目经理应该怎么做来改善这两个地方落后的绩效？
A.实施行为规范的一般集合（Perform the general set of behavioral norms）
B.执行质量评估和控制
C.审查和更新干系人分析
D.审查并改进沟通管理计划
40.A multinational project include the different team members in 11 different regions of the world,The project manager finds that two parts of the performance is less than the other parts of the performance due to cultural differences.What should the project manager use to improve this regions' poor performance?
A.Perform the general set of behavioral norms
B.Perform the quality assessment and control
C.Review and update the stakeholder analysis
D.Review and improve communication management plan.

41、一个主要干系人给项目经理提供一个已批准的变更，但项目经理并不清楚该情况，项目经理应该怎么做？
A．告诉主要干系人变更控制的流程
B．整理问题，重新提出问题申请
C．实施该变更
D．不实施该变更

41.One of the main stakeholders provides an approved change to the project manager,but the project manager does not know this situation.What should the project manager do?
A.Inform the change control process to the main stakeholders
B.Sort out these problems and re-submit an application problem
C.Implement this change
D.Don't implement this change

42、由于个人原因，发起人要求开除项目经理手下一名能干的项目成员，面对这种情况，项目经理应该怎么做？
A、与发起人开会，说明开除该员工对项目的影响
B、与职能经理沟通，说明该名团队成员在项目中的重要性
C、听从发起人意见，开除该名项目成员
D、忽视发起人的要求，直到项目完工

42.Due to personal reason,the sponsor demanded to discharge a competent team member from the project manager's team,Facing this situation,what should the project manager do?
A.Meeting with the sponsor,explained the influence from the dismissal on the project
B.Communication with the functional manager,explained the importance of the team member from the project
C.Adopted the sponsor's suggestions and dismissed this team member
D.Ignored the sponsor's requests until the completion of project.

43、一个新的业绩标准的颁布影响了项目。这一影响属于以下哪一项？
A、组织过程资产
B、事业环境因素
C、风险登记册
D、项目管理计划

43.Promulgation of a new performance standards affects the project.Which of the following should this effect belong to?
A.Organizational Process Assets
B.Enterprise Environmental Factors
C.Risk register
D.Project management plan

44、在干系人利益方格中，A 点在令其满意的方格里，项目经理怎么管理对应干系人？
A.　随时汇报

B. 高层级汇报
C. 面对面汇报
D. 详细进度报告

44, stakeholders in the interests of the grid, A point to make it satisfactory in the square, the project manager how to manage the corresponding stakeholders?
A. Reporting at any time
B. High-level reporting
C. Face to face reporting
D. Detailed progress report

45、活动属性、横道图和网络图属于下列那项输出？
A、项目管理计划
B、项目进度计划
C、项目章程
D、里程碑清单

45.Which of the following output should the activity attribute,bar chart and the project schedule network diagram belong to ?
A.Project management plan
B.Project schedule
C.Project Charter
D.Milestones List

46.项目执行期间发起人要求对内部设计进行变更，项目经理首先要审查哪个文件？
A. 变更管理计划
B. 范围基准
C. 范围管理计划
D. 项目管理计划

46.During the implementation of the project requirements of the internal design of the sponsor to change, the project manager first to review which documents?
A. Change Management Plan
B. Scope benchmarks
C. Scope management plan
D. Project Management Plan

47、项目组成员对项目成本进行估算，一项调查显示，项目最低可以以 1 亿美元完成，项目组成员评估后，发现类似的项目成本比最低成本多 25%，而另一个项目的成本比最低成本多三倍。则该项目的成本估算为：
A、1 亿美元
B、1.5 亿美元
C、2 亿美元
D、2.5 亿美元

47.The project team estimates the project's cost.A survey shows that the project can be completed with a minimum US$100 million,The project team members evaluated and found the similar items spend 25% more than the lowest cost.And the cost of

another project spends more than the minimum of three times.

The cost estimation of the project is:

A. US$100 million

B. US$150 million

C. US$200 million

D. US$250 million

48、项目经理考虑使用分包商执行项目将比内部执行项目更有利，什么过程能确保分包商绩效满足项目既定需求？

A、规划采购管理

B、实施采购

C、控制采购

D、结束采购

48. The project manager considers that use of subcontractors to perform the project better than the internal implementation of the project, What is the process to ensure the subcontractor's performance to meet the predetermined requirements of a project?

A. Plan Procurement management

B. Conduct Procurement

C. Control procurement

D. Close Procurement

49、某公司努力改进他们的项目绩效并创建过去项目的历史记录。下列哪一个选项是将两者结合起来的最后方式？

A、创建项目管理计划

B、创建经验教训

C、创建网络图

D、创建状态报告

49. A company is making an effort to improve its project performance an d create historical records of past projects. What is the best way to accomplish this?

A. Create project management plan

B. Create lessons learned

C. Create network diagram

D. Create status reports

50、项目经理受命负责一个处于规划阶段的咨询项目，并已开始制定人力资源计划。但项目经理在阅读项目章程并通过成本效益分析后发现，已任命了三名资深分析师。公司这是采用了什么工具和技术？

A、谈判

B、招募

C、预分派

D、事先决策

50. The project manager is assigned during the planning phase of a consulting project and is supposed to develop the development of a human resource plan, However, after

reading the project charter and the project's cost-benefit analysis, the project manager realizes there are three senior analyst has been already assigned, Which of the following tools and techniques should the company use?
A. Negotiation.
B. Acquistion .
C. Pre-assignment .
D. Pre-decision

51、一名研究工程师发现了一种工艺，能够缩短热销产品的生产时间。未来赢得竞争优势，公司总裁希望采用这种新工艺，但却担心成本问题。项目经理下一步措施是什么？
A. 定义范围
B. 准备商业论证
C. 制定项目管理计划
D. 创建项目章程

51. A research engineer discovers a process that could reduce the time of the best-selling produce. To gain a competitive advantage, the CEO hope to use this new process, but the cost is concerned, What would be the next step?
A. Define the scope
B. Prepare a business case
C. Develop a project management plan
D. Create a project charter

52、对于一个具有战略意义的重要客户项目，项目经理在确认矩阵组织中的资源可用性时，发现某个关键资源已调往一个内部项目。项目经理首先应该采取何种行动？
A、与项目赞助人协商推迟项目
B、要求项目管理办公室将资源重新调回项目
C、更新风险登记册
D、与职能经理协商将资源重新调回项目

52. with an important customer and strategic project, during confirming the resource availability in the matrix organization, the project manager finds that a key resource has transferred to an internal project. what should the project manager do first?
A. Consult and delay the project with the project sponsor.
B. Project Management Office will be required to re-transfer resource back to the project.
C. Update the risk register.
D. Consult with the functional manager to re-transfer the resource back to the project.

53、项目范围变更的数量正在增加，而变更来自于变更控制委员会。但是，项目经理担心变更控制委员会只看到这些变更请求的累积效应,同时有些产品的功能已经很明显地偏离了原来的范围。项目经理应该采用什么工具与技术，才能纠正变更控制委员会的做法？
A、流程图
B、偏差分析

C、根本原因分析

D、控制图

53. The number of changes to the project scope is increasing, and changes are derived from the change control board. However, the project manager is concerned is concerned the change control board is net seeing the cumulative effect of these change requests and the function of some products has now significantly

deviated from the original scope.what tools and techniques should the project manager use to correct the practice from the change control board?

A. Flowcharting

B. Variance analysis

C. Root cause analysis

D. Control chart

54、项目已经启动，发生重大变更，导致进一步详细的项目管理计划，这是哪个过程？

A. 定义范围

B. 项目控制

C. 滚动式规划

D. 实施整体变更变更

54, the project has been started, a major change, leading to further detailed project management plan, which is the process?

A. Definition of scope

B. Project Control

C. Rolling planning

D. Implementing an overall change change

55、一个建设项目，CPI 是 1.30，SPI 是 0.85，可能的潜在理由是什么？

A、一个关键资源长期病假，事先未预料到

B、施工的原材料涨价 10%

C、当时没有考虑到通货膨胀率

D、混凝土凝固有 4 天的等待时间，此时什么工作也不能做

55. in your construction project.the CPI is 1.30 and SPI is 0.85.what could be the potential reason?

A. A critical resource went on sick leave for a long period of time,and this had not been anticipated earlier.

B. The cost of raw materials required for construction increased 10%

C. You had not taken into account inflation rate.

D. There were 4 days of waiting time in the curing of cement,and no work could be done during that time.

56、在监督和控制项目过程中，哪种推荐的方法可以确定新的、无法预料的风险？

A、审查合同工作说明书

B、在状态会议期间咨询项目团队

C、打电话询问项目发起人

D、使用一个来自互联网的风险注册模板

56. What is a recommended method to identify new,unforeseen risk during the Controlling Project Process?
A. Review the contract statement of work.
B. Ask the project team during status meetings.
C. Call and ask the project sponsor.
D. Use a risk register template from the internet.

57、确定需求应从分析下列哪一项的信息开始?
A.项目章程以及问卷调查
B.组织项目资产和项目范围说明书
C.项目章程和干系人登记册
D.干系人登记册和项目范围说明书
57. The development of requirements begins with an analysis of the information contained in the:
A. Project Charter and Questionnaire or Surveys
B. Organizational project assets and project scope statement
C. Project Charter and stakeholder register
D. Stakeholder register and project scope statement

58、项目的关键干系人在会议上提出,下季度推出的产品需增加两个功能。为了确保项目干系人的利益以及与公司一致,项目经理接下来应该怎么做?
A、寻求发起人一致并获得发起人批准
B、申请变更控制程序
C、分析并提高基准
D、拒绝添加功能
58. The key stakeholder for the project mentions at a meeting that two more features need to be added to the next release of the product.due next quarter.Keeping the interest of the project stakeholder and company in mind.what should the project manger do next?
A. Approach the sponsor for approval.
B. Apply change control procedures.
C. Analyze and enhance against baseline
D. Reject the addition of features.

59、你是一汽车厂的项目经理,合同规定的可接受的产品标准偏差是 0.002 英寸以内。但是在你在察看产品时发现,标准偏差稍微超过了 0.002 英寸。你认为这个偏差很小,可以接受,此时你必须:
A、接受这一产品,因为偏差项目对于标准差是很小的,因而可以接受
B、记录下这一低质量,让合同方给出解释,努力找到解决方案
C、立即拒绝这一产品
D、接受这一次的低质量,告诉合同方下一次将更好的注意质量
59. in an automobile company for which you are the project manager,the allowable standard deviation for a product required from the contractor is within 0.002

inches. However, while examining the product you find out that the standard deviation is slightly more than 0.002 inches. You believe that the deviation is very small and hence, acceptable. in this case you must:

A. Allow the product because it is a very small deviation from the company standard which you think is acceptable

B. Document the lower quality level, ask the contractor for explanation and try to find a solution

C. Reject the product outright

D. Allow the lower standard this time but inform the contractor to be more quality conscious going forward

60、你的项目中,你绘制了一个决策树图形,它考虑了各种备选方案中的种种选择及其后果,这有助于:

A、进行风险定性分析

B、确定影响项目的最大风险

C、把不确定性详细地转化为对项目目标的潜在影响水平

D、确定哪一个决策具有最大的预期值

60. in your project, you are creating a decision tree diagram that describes the decisions under consideration and implications of choosing one or another of the available alternatives. This will help in:

A. Getting a Qualitative analysis of the risk

B. Determining which risks can impact the project the most

C. Translating the uncertainties at a detailed level into potential impact on objectives expressed at the level of the total project

D. Determining which decision yields the greatest expected value

61、你最近从另一位项目经理(因私人紧急事件离职)那里接管一个大型项目。你想要了解应向不同干系人提供何类信息,以及应采用什么方法提供上述信息。你可在下面哪项中找到相关信息:

A、沟通管理计划

B、报告绩效

C、项目记录

D、范围管理计划

61. You recently took over a large project from another project manager who had to leave for a personal emergency. You want to understand what kind of information should be provided to different stakeholders, and the what methods should be used to provide this information. You will find this information in the:

A. Communications Management plan.

B. Report Performance.

C. Project Records.

D. Scope management Plan.

62、客户希望增加股东权益总和,用以提高其在全球市场的品牌知名度,客户的主要目标是什么?

A.为组织战略改善整体业务支持

B.增加营销预算

C.提升商业价值

D.通过重新投资其项目组合提升市场份额

62, the customer wants to increase the sum of shareholders' equity, in order to improve its brand recognition in the global market, the customer's main goal is what?

A. Improve overall business support for organizational strategy

B. increase the marketing budget

C. Promote business value

D. Raise market share by reinvesting its portfolio

63、你是一家研发汽车替代燃料公司的项目经理，下面哪一项是你项目中的一个有效的假设条件？

A、项目成本为 500 万美元

B、项目范围是开发 10 吨以下的机动车的替换燃料

C、汽油燃料会越来越贵，并且 10 年后的供应会更加不稳定

D、项目应在 2 年内完成

63.You are the Project Manager for a company doing research on alternative fuels for automobiles. In your project, which of the following is valid saaumption?

A. Cost of the project is $5 millon

B. The project scope is to develop alternative fules only for automobile vehicles weighing less than 10tons.

C. Gasoline fuels will become very expensive and less readily available after 10 years.

D. The project has to be completed.

64、你的新项目运行得很糟糕，在项目的第一周，项目的交付成果变更了三次，职能经理不断从项目中抽调人员，项目进度基准变更了三次，最可能的原因是由于缺少：

A、干系人管理计划

B、签字的项目章程

C.清晰的管理层意图

D.范围管理计划

64.your project has been going badly. The project deliverables have changed three times, the function managers keep removing people form the team. and the project baseline schedule has been adjusted four times in the firstweek. This is MOST likely due to a lack of;

A. A stakeholder management plan

B. A signed charter

C. A clear manangement direction

D. A scope management plan

65、你的团队分布于分散的地理位置上，你希望获得他们的专家意见，你可以使用哪一个信息收集技术？

A. 头脑风暴法

B. 德尔菲法

C. SWOT 分析

D. 检查核对表

65. You have a geographically dispersed team, form whom you would like to get to get expert opinion about your project. Which information gathering technique should you see.

A. Brainstorming

B. Delphi Technique

C. SWOT Anailsis

D. Checklists

66、为了应对激烈的竞争环境，销售部门希望产品在一个月内上市。原型机发布后，项目可交付成果获得了干系人的一致同意。但因为法律部门的介入，新产品将难以在两个月内交付。项目经理什么问题没有考虑到？

A、识别与产品相关的风险

B、了解产品的质量是更重要的问题

C、识别干系人参与项目的程度

D、创建一个全面的沟通渠道

66. To respond to the competitive environment, the sales department hopes that the produces listed within a month, After the release of the prototype, the deliverables reached unanimityform all the stakeholders But because the legal department involved, the new products will be hard to delivery within two month. What did the project manager fail to consider?

A. Identifying the risk associated with product.

B. Understanding product quality is more important problem.

C. Identifying the stakeholders involved in the important problem.

D. Creating a comprehensive communicationchannel.

67、根据下图如果这三个任务 A,B,C 组成一条关键路径，项目历时的 PERT 估算是多少？

任务	乐观值	悲观值	最可能值
A	5	9	7
B	8	14	10
C	4	7	5

A. 22.5

B. 10.33

C. 32

D. 5.17

67.Please refer to the figure below; If these three tasks (i.e.Task A , tASK B, Task C)are part of critical path of one project,What is the PERT Estimate for the duration of the project ?

task	optimistic	pessimistic	Most likely
A	5	9	7
B	8	14	10
C	4	7	5

A. 22.5
B. 10.33
C. 32
D. 5.17

68、你在项目的开发阶段，遇到了几个未曾料到的问题。有几个未预期的风险凸现了，项目预算超支、进度落后，你应该：
A.更新风险应对计划
B.建立项目计划修订
C.进行风险应对审计
D.更新风险识别和分析

68.You are in the build phase of the project,But it has run several into several unanticipated problems. Several risks have surfaced which you had not anticipated earlier. The project is over-budget and behind schedule. What should you do ?
A. Create updates to risk response plan.
B. Create a revised project plan.
C. Perform risk response audits.
D. Perform updated risk identification and analysis.

69、由于不可预料的天气原因，一个主要建设项目遇到了很多进度方面的变更。谁更应该知道这些变更信息？
A.干系人
B.发起人
C.项目团队
D.职能经理

69.A major construction project has been having a lot of schedule changes due Unanticipated weather problem.Who is it BEST to notify of these changes?
A. Stakeholders
B. Sponsor
C. Project team
D. Functional managers

70、在进行规划风险应对时，你知道一个关键任务会对项目完工产生关键影响。所以，你准备了一个弹回计划，它包括下列各种可能，除了：
A.项目分包给外部供应商
B.制定其他备选方案
C.分配应急储备
D.改变项目范围

70.While doing plan risk response, you realize that there is a very critical risk which may have a high impact on the project completion. So . You create a fallback plan which could include any of the following conditions EXCEPT;
A. Subcontracting the project to an outside Vendor
B. Developing After native OPtions
C. Allocation of Contingency Reserves

D．Changing project scope

71、项目经理接管了一个落后于进度但在预算以内的项目。如果任务没有按顺序进行，则剩余工作可能造成重大风险。使用下列哪一项技术可以使项目顺利完成？
A．要求额外的资源以赶工项目进度
B．将经验不足的团队成员替换成经验更加丰富的团队成员
C．通过减少不必要的任务恢复进度
D．要求额外的资源以快速跟进项目

71.The project manager takes over the project that a behind schedule and under budget. If the task are not done sequentially, the remaining work could result in significant risk. Which of the following techniques used to bring the project back on time ?
A．Request for additional resources to crash the project schedule.
B．Replace inexperienced team menbers with the more experienced team members.
C．Pull in the project schedule by decreaing non--essential team menbers.
D．Request for additional resources to fast track the project.

72、作为项目经理，你意识到管理干系人的期望是重要的优先任务，关于干系人哪一种说法是错误的？
A.部分干系人包括项目经理、执行组织、项目团队成员、客户和发起人
B.项目干系人可以分为内部和外部干系、供应商和承包商、个体市民、政府机构和媒体单位等等
C.干系人因为有着相互冲突的目标，所以管理起来有难度
D.干系人是指其利益受到项目正面影响的个人或组织

72.As a project manager, you realize that handing Project Stakeholder ecpectations is an important priority.Which statement regarding project stakeholders is not correct?
A．Some key stakeholders include Project Manager, Performing organization,Project team menbers, Customer and Sponsor.
B．Project stakeholders can be categorized as inter and exteral, sellers and contractors, individual citizens ,goverment agencies and media outlets etc.
C．Stakeholders expectations may be difficult to manage because stakeholder often have conflicting
D．Stakeholders are individuals and organization whose interests are only positively affected by the project.

73、参照下表，RACI 矩阵中的活动都被正确的定义了。该项目正处于起始阶段，项目经理遭遇的挑战就是努力获得职能经理对资源的承诺。什么才是导致这个问题产生的原因？

活动	汤姆	玛丽	杰夫	李奥	杰史逊
活动 A	R	A	C	I	A
活动 B	A	R	C	I	I
活动 C	A	C	R	I	A
活动 D	R	A	I	C	A

A．发起人没有授权项目章程

B. 项目经理没有与职能经理谈判

C. 项目经理没有联系人力资源经理

D. 项目在执行组织处只获得了低优先级

73. Which one of the actixities in the RACI matrix is properly defined?

Activities	Tom	Mary	Jeff	Leo	Jason
ActivitiesA	R	A	C	I	A
ActivitiesB	A	R	C	I	I
ActivitiesC	A	C	R	I	A
ActivitieD	R	A	I	C	A

The project in initiation stage, Project manager encounter in all endeavor to gain resource commitment form functional managers. What could cause this issue?

A. Project Charter is not authorized by the sponsor.

B. Project manager did not negotiate with functional manager.

C. Project manager did not contact human resource manager.

D. The project is given low priority in the performing organization.

74、你的项目涉及为运输业制造高精度引擎部件。为确定工作和可交付成果是否符合要求和产品验收标准，你必须执行诸如测量、检验与核实等若干活动。你必须进行几次审查、产品审查、审计和巡视。这些活动在哪个过程中展开？

A、确认范围

B、实施质量控制

C、规划范围

D、非上述选项

74. Your project involves manufacturing high-precision engine subassemblies for the shipping industry. You have to perform several activities such as measuring, examining, and verifying to determine whether work and deliverables meet requirements and product acceptance criteria. You would have to do several reviews, product reviews, audits and walkthroughs, These activities are carried out in which process?

A. Validate Scope

B. Perform Quality Control

C. Plan Scope

D. None of the above

75、如果项目的关键路径增加了，但项目的历时保持不变，这对项目的影响后果是：

A. 要准时完成项目需要赶工

B. 要准时完成项目需要快速跟进

C. 项目的风险减少了

D. 项目的风险增加了

75. If the nuber of critical path in the project increases, but the duration of the project remains same, what is the impact on the project?

A. Crashing will be required to complete on time

B. Fask tracking will be ruquired to complete project on time.

C. Risk of the project decreases

D. Risk of the project increases.

76、项目团队在向客户交付程序代码时落后于进度。为满足期限，项目经理要求团队在晚上和周末加班。项目经理应该关注下列哪一项？
A.可交付成果可以比客户预期提前生产
B.质量管理计划可能有大量变化
C.代码可能有更多错误，且可能需要额外的功能测试
D.项目经理应信任有经验团队的处理

76. A project team is behind schedule in delivering software code to the customer deadline, the project manager asks the team to work evening and weekend, The project manager should be concerned about which of the following?
A. The deliverable could be produced earlier than the customer expects
B. The quality management plan could have extensive changes
C. The code could have more errors and additional functional testing
D. The project manger should trust the experienced team's processes

77、在你的项目中，你努力识别经验教训，以便改善该项目或组织内其他项目的绩效。这一过程是：
A、检查
B、质量改进
C、质量审计
D、趋势分析

77. In your project, you are trying to identify lessons learned that can performance of the project or other within the performing organization. You are in the process of doing a (an);
A. Inspection
B. Quality Improvement.
C. Quality Audit
D. Trend Analysis

78、在进度制定过程中，数学分析被用以产生一个初步的最早开工法的进度，它显示了资源需求的峰值和谷值，然后进行资源平衡来处理这一问题，资源平衡最不会导致：
A、项目历时的延长
B、使用周末、延长工作时间、增加作业班次
C、改变关键路径
D、项目历时的缩短

78. In schedule develoment, mathematical analysis often produces a preliminary early-start schedule that shows peaks and valleys in the resource requirements. Resource Leveling done to take care of this issue in all the following except;
A. Increase in project duration
B. Utilization of weekends. Extenede hours or multiple shifts.
C. Critical path changed
D. Reduction in project duration

79、项目中的两个团队关于产品的设计有太多的不同意见，你希望把两种设计的优点吸收进来，并且建立一种避免冲突、强调共性的环境。这种矛盾处理是：

A、缓解

B、妥协

C、面对

D、撤退

79. There have been too many disagreements within two teams in your project regarding the dasgin of a particular product. You would like to incorporate the best features of the two desgin-and want to create an environment that avoids conflicts and emphasis similarities. The conflict-handing mode you would like to emphasize is;

A. Smoothing

B. Compromising

C. Confrontation

D. Withdrawal

80、在一个软件开发项目中，开发人员发现一个可以提高速度的新工具。项目经理分析发现这种新工具能够缩短当前开发阶段 20%，并节省 10%的项目成本。在变更控制委员会批准之后，项目经理修订了项目进度。这属于哪种风险应对类型？

A.开拓

B.接受

C.增强

D.转移

80. During a software development project, a developer discovers a new tool that could increase development speed, The project manager's analysis finds implementing the new tool could shorten the current development phase by 20% and save 10% of the project's cost. After approval from the change control board, the project manager revises the project schedule. What is the type of risk response?

A.Exploit

B. Accept

C.Enchance

D.Transfer

81、项目经理收到一位团队成员提供的交付成果并交给客户，他发现文档内容比较少，没有包括应当包括的内容，项目经理应该首先：

A、和团队成员讨论

B、联系团队成员的经理，以便给他安排进一步的培训

C、审核开发过程

D、完成确认范围过程

81. A project manager receives a deliverable form one of the team menber to provide to the customer. While looking at the deliverable. The project manager notices the document is less than expected and does not contain what he thought it should. The project manager should FIRST;

A. Discuss it with the team menber

B. Contact the team menber's manager to get that person addition training

C. Audit the development pocess

D. Complete Validate Scope

82、下列哪项是正确的？

A.一个有经验的项目经理会避免含有不确定性的项目

B.在实际决策和批准项目进行之前可以有一个项目生命周期

C.项目在接近结束时的风险总是最高

D.因为所交付的产品或服务需要支持，所以一个项目没有真正的结束

82. Which of the following is true?

A. An experienced Project Manager will avoid project that contain uncertainty

B. There can be a project life cycle stage before the actual and approval to proceed with the project

C. Risk is always highest toward the end of a project when time is running out

D. A project doesn't really finish because the product and/or services that were delivered need supporting

83. 项目经理确定项目可交付成果延迟。项目落后于进度，并超过预算 5%。在审查文件和状态报告之后，项目经理下一步该怎么做？

A.执行风险再评估，作为控制风险过程的组成部分

B.更改进度基准，作为控制进度过程的组成部分

C.通过执行整体变更控制流程启动变更

D.继续项目执行，并在后一阶段中解决这个问题

83. The project manager determines that a project deliverable is late. The project is behind schedule and is 5% over budget. After reviewing the documentation and status reports, what should the project manager do next?

A. Perform a risk reassessment, as part of the Control Risks process

B. Change the schedule baseline, as part of the Control Schedule process

C. Initiate a change through the Perform Integrated Control process

D. Continue with project execution, and address this issue in a later phase

84. 设备可用性风险图

风险	概率	影响
零部件可靠性	0.3	$1500 万美元
多个问题	0.8	$450 万美元
技术人员技能问题	0.5	$800 万美元
零部件可获得性	0.2	$250 万美元
自然灾害	0.1	$3000 万美元
设备环境	0.9	$75 万美元
无效的错误监测	0.15	$250 万美元
资源不足	0.15	$450 万美元

项目团队执行高层次风险评估，并识别出表中所有的风险。为制定应急计划，项目经理应在下列哪一项上花最少时间？

A.   技术人员技能水平

B. 零部件可获得性

C. 自然灾害

D. 无效的错误监测

84. Equipment Availability Risk Chart

Risk	Probability	Impact
Parts Reliability	0.3	US$15million
Multiple issues	0.8	US$4.5million
Technician skill level	0.5	US$8 million
Part availability	0.2	US$2.5million
Natural disaster	0.1	US$30million
Equipment environment	0.9	US$750.000
Ineffective error monitoring	0.15	US$2.5 million
Inadequate resource	0.15	US$4.5 million

The project team performes a high-level risk assessment and identifies all risk in the follow table to plan for contingency,the project manager should spent the least time in which one of the following?

85、开发并部署公司产品的项目预算为＄1000 万美元。项目经理必须规划项目并在 12 个月内完成工作。在于干系人讨论之后，项目经理评估是否可以有内部员工开发产品。项目经理应使用下面哪一项技术？

A.成本-效益分析

B.生命期成本分析

C.外包技术

D.自制或外购分析

85.A project's budget to develop and deploy a company's product is US$10 million.The project manager must plan the project and complete the work within 12months.After discussions with stakeholders,the project manager evaluates if the product can be developes by internal staff,What of the following techniques should the project manager use?

A. Cost-benefit analysis

B. Life cycle cost analysis

C. outsourcing technique

D. Make-or-buy analysis

86.项目团队成员认为能够独立工作，并认为项目经理信任他们能在不严密管理团队的情况下完成任务。项目经理正在使用的是哪一种管理方式？

A.归属需求

B.X 理论

C.Y 理论

D.权利需求

86. Project team members feel empowered to work independently and believe that the project manager trusts them to deliver their tasks without managing the team too closely.Which management style does the project manager demonstrate?

A.Need for Affiliation

B. Theory X

C. Theory Y

D. Need for Power

87、公司决定推出一项新产品来增加公司收入。项目经理被选择来管理这个项目。下列哪一份文件中可以找到高层次需求和干系人期望?

A. 项目管理计划

B. 项目章程

C. 干系人登记册

D. 活动清单

87. A company dicides to launch a new product increase its revenues, A project manager is selected for this new project, In which of the following documents will the high-level requirements and stakeholders' expectations be found?

A. Project management plan

B. Project charter

C. Stakeholder register

D. Activities list

88. 下列哪一项属于执行质量保证工具和技术的实例?

A. 过程分析和质量审计

B. 因果图和质量审计

C. 控制图和质量指标

D. 控制图和帕累托图

88. Which of the following is example of perform quality assurance tools and techniques?

A. Process analysis and quality audits

B. Cause and effect diagrams and quality audits

C. Control charts and quality metrics

D. Control charts and Pareto charts

89、详细描述拟采购的产品、服务或成果,以便潜在卖方确定他们是否有能力提供这些产品、服务或成果的文档是:

A. 合同

B. 采购管理计划

C. 采购文件

D. 采购工作说明书

89. Documentation that describes that describes procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services. Or results is caled

A. The contract

B. The procurement managerment plan

C. Procurement documents

D. Procurement Statements of Work

90. 在项目执行期间，团队成员意识到工作包中需要完成的任务比最初计划的多。项目经理应该怎么做？

A. 修改范围，并按照沟通管理计划与干系人沟通

B. 只是团队成员完成额外任务，知道其将不会影响项目基准

C. 建议团队成员记录额外的工作量，创建变更请求

D. 任命另外一名成员，在工作包可以在不延迟项目的情况下完成

90. During a project's execution. a team member realizes more takes are required to complete work package than initially planned. What should the project manager do next?

A. Revise the scope and communicate to stakeholders according to the communication management plan

B. Instruct the team member to complete the extra tasks, knowing that it will not affect project baseline

C. Advise the team member to document the additional effort, and create a change

D. Appoint another team member so that the work package can be completed without the project.

91、项目经理安排了一次会议，与项目团队讨论公司的重组。项目经理应该怎么做来确保团队会议有效召开？

A. 拥有定义良好的议程、目的、目标和时间范围

B. 在会议期间讨论所有议程内容，并保持团队成员各持其职

C. 为会议参与者定时安排休息时间

D. 按照沟通管理计划邀请干系人

91. A project manager schedules a meeting to discuss the company's reorganization with the project team, What should the project manager do to ensure the team meeting is conducted effectively?

A. Have a well defined agenda. purpose, objective, and timeframe

B. Discuss all agenda content during the meeting and keep team members on talk

C. Schedule regular breaks for the meeting participants

D. Invite stakeholders according to the communications management plan

92、项目团队在项目规划阶段收集需求。客户信息技术团队所提交的某些需求与客户业务需求相冲突。应使用下列哪一项来与干系人解决这个问题？

A. 开展访谈

B. 引导式研讨会

C. 召集焦点小组会议

D. 执行需求头脑风暴

92. A team collects requirements in the project's planning phase. Some of requirements submitted by the client's information technology team contradict the client's business requirements. which of the following should be used to resolve this issue with the stakeholders?

A. Perform interviews

B. Facilitate a work shop

C. Conduct a focus group

D. Perform requirements brainstorming

93、一个交付产品原型的项目符合进度计划。但是，实际成本却超过估算成本，项目经理必须决定产品质量的过程是否稳定并且可预测。项目经理应该使用下列哪一种工具？
A. 立场分析
B. 控制图
C. 关键链方法
D. 标杆对照

93. A project to deliver a product's prototype is on schedule. However, actual costs exceed costs, The project manager must determine if the process to measure product quality and predictable. Which of the following tools should the project manager use?
A. Force field analysis
B. Control chart
C. Critical chain method
D. Benchmarking

94. 团队不能遵循项目技术规范。但是，没有这个问题的正式报告。结果，项目经理无法确认团队是否有执行工作的技术能力。项目经理接下来应该怎么做？
A. 申请质量保证团队进行质量审计审查
B. 执行质量控制流程
C. 与项目发起人审查这种情况
D. 询问团队成员有关他们满足项目要求的技术问题

94. A team is not able to following the project specifications. However, there is no formal report of this issue, As a result, the project manager cannot confirm that the team is technically competent to perform the work. That should the project manager do next?
A. Request a quality audit review by the quality assurance team
B. Perform the control quality process
C. Review the situation with the project's sponsor
D. Ask the team members about their technical issues in meeting the project requirements

95、采购审计指对从规划采购过程到控制采购过程的整个采购过程的结构性回顾。采购审计的只要目标是什么？
A. 测定你目前的合同问题，以便对合同条款进行更改和修正
B. 鉴别成功和失败从而能借鉴到此项目或执行组织的其他项目的采购事项
C. 确保卖方按照合同所列条款执行
D. 确保买方按照合同所列条款执行

95. A procurement audit is a structured review of the procurement process from the plan Procurements process through Control Procurements. What is the primary objective of a procurement audit?
A. Determine the issue with your present contact so that the contract terms can be modified or improved
B. Identify successes and failures the warrant transfer to other procurement items

on this project or to other projects within the performing organization

C. To ensure the the seller is following all the terms listed in the contract

D. To ensure that the buyers is following all the terms listed in the contract

96、一名新团队成员加入项目。由于新团队成员之前在公司没有任何经验，项目经理建议项目成员审阅公司以往项目的项目文件。这是利用下列哪一项的实例？

A.基础实施

B.项目管理信息系统

C.组织过程资产

D.事业环境因素

96. A new team member joins a project.Because the new team members does not have any previous experience with the company,the project manager recommends that the team member review project files from the company's previous projects.This is an example of leveraging which of the following?

A. Infrastructure

B. Project management information systems

C.Organizational process assets

D.Enterprise environmental factors

97、准备每周状态报告时，项目经理注意到该周的计划里程碑满足。但是，项目的进度绩效指数为0.8.项目经理接下来应该怎么做？

A.核实所有里程碑

B.核实是否有任何逾期任务

C.由于所有里程碑均以满足，不需要任何行动

D.由于所有里程碑均已满足。可以在之后考虑进一步行动

97. While preparing a weekly status report,the project manager notices that the planned milstones for the week were met.However,the project's schedule performance index is 0.85.What should the project manager do next?

A.Verify all milestones

B.Verify whether there are any overdue tasks

C.As all milestones were met.no action is required

D.As all milestones were met,further action could be considered at a later time.

98.由于之前类似项目的经验，一名供应商被选择来执行工作说明书。在项目执行期间，供应商宣布他们无法履行其责任。未来确保在选择供应商时进行正式评估审查，项目经理应完成哪一项工作？

A.定义并利用加权标准

B.组织投标人会议

C.准备独立估算

D.利用德尔菲技术

98. A supplier is selected for a statement of work.due to previous experience with similar project,During the project's execution,the supplier announces that they cannot fulfill their responsibilities. To ensure a formal evaluation review in the selection of a supplier.what should the project manager have done?

A. Defined and utilized weighted criteria
B. Organized bidder conferences
C. Prepared an independent estimate
D. Utilized the Delphi technique

99. 一家公司计划使用新技术升级其销售点系统，提高生产力和竞争力。为了尽可能减小技术风险，公司开展了概念验证并制造一个原型。这种风险应对策略属于下列哪一项的实例？
A. 接受
B. 回避
C. 减轻
D. 转移

99. A company plans to upgrade its poine-of - safe system with new technology to improve products and comletitiveness. To minimize the technology risk. the company conducts a proof-of and builds a prototype. This risk response strategy is an example of which of the fllowing?
A. Accept
B. Avoid
C. Militate
D. Transfer

100. 在一个关键项目阶段中，由于团队成员之间的内部冲突导致团队绩效下降。冲突的原因不明，但是问题必须解决。项目经理接下来应该怎么做？
A. 与每名团队成员分别谈话，了解冲突的原因并解决问题
B. 项目经理行使职权，并在不产生能够影响项目履行的其他问题情况下强迫团队继续工作
C. 与每名团队成员分别谈话，了解冲突的原因，并允许他们自己解决冲突
D. 将该问题上报给指导委员会

100. In a critical project phase, team performance is decreasing due to internal conflicts among the members, The reason for conflicts is unknow, however, the issues must be resolved. What should the project manager do next?
A. Speak separately with each member to understand the reasons for the conflicts and issues
B. Exercise authority as the project manger and force the team to proceed without other issues that could affect project performance
C. Speak separately with each member to understand the reasons for the confilicts conflicts to resolve themselves
D. Escalate the issues to the steering committee

101、公司希望生产之前一个产品类似的产品，但是希望提高产品的利润。根据历史信息和最新行业趋势，制造工艺可被改善。应该使用什么质量工具或技术？
A. 组建之前的项目团队完成该项目
B. 进行立场分析
C. 标杆对照
D. 与项目团队头脑风暴

101. A company wants to manufacture to product similar to a previous product, but

wants to increase its profit margin. The manufacturing process could be improved. given historical information and the latest industry trends. What quality tool or technique should be used?

A. Assemble the previous project team to complete the project

B. Conduct a force field analysis

C. Implement benchmark practices

D. Brainstorm with the project team

102. 在矩阵式组织中，要求一名额外的资源完成未完成的项目。项目经理向职能经理申请资源，为了获得职能经理的批准，项目经理应将下列哪一项包含资源请求中？

A. 需要的技能，资源成本和持续时间

B. 资源姓名，开始时间和持续时间

C. 活动类别，开始时间和持续时间

D. 需要的技能，开始日期和持续时间

102. In a matrix organization ,an additional resource is required to complete an unfinished task. Project manage requests the resource from a functional manager. To obtain the functional manger's approval,which of the following should the project manager include in the resource request?

A. Required skill. resource cost. and duration

B. Resource name,start date. and duration

C. Type of activity.,start date. and duration

D. Required skills,start date,and duration

103. 在项目收尾阶段，项目管理办公室要求评价项目使用的项目管理方法。项目经理应怎么做？

A. 执行行政收尾

B. 开展实施后分析

C. 制作项目绩效报告

D. 开展团队成员评价

103. In the project's closing phase. the project management office requests an evalustion project management methodology used by the project. What should the project manager do ?

A. Perform administrative closure

B. Conduct a post-implementation analysis

C. Develop the project performance reports

D. Carry out a team member evaluation

104、审查一份测试计划之后，项目经理确认预算不足以执行计划，下面哪一项有助于平衡成本约束条件和质量目标？

A. 风险登记册

B. 鱼骨图

C. 优先矩阵

D. 控制图

104. After reviewing a test plan, the project manager confirmed that the budget was not sufficient to implement the plan. Which of the following would help balance the cost constraints and quality objectives?
A. Register of risks
B. Fishbone diagram
C. Priority matrix
D. Control charts

105. 项目经理必须创建项目管理计划,下列哪一项应包含进项目管理计划中?
A.成本绩效基准、质量控制计划、绩效报告计划和进度基准
B.项目范围说明书、范围基准、进度基准和风险管理计划
C.采购文档、工作基准机构、变更请求和质量管理计划
D.采购管理计划、成本绩效基准。质量绩效报告和采购文档

105. A project manager must create the project ,management plan,Which of the following should be included in the project management plan?
A. Cost performance baseline,quality control plan,performance reports,and schedule baseline
B. Project scope statement,scope baseline,schedule baseline,and risk management plan
C. Procurement documentation work baseline structure,change requests,and quality management plan
D. Procurement management plan,cost performance baseline,.quality performance report,and procurement documentation

106. 项目经理记录一个客户的新系统开发项目高层次需求。讨论过程中,项目经理意识到彼此都对需求有不同的解释。项目经理接下来该怎么做?
A.等待客户决定他们想要的是什么
B.编写一份报告,按项目经理的理解解释客户的需求
C.安排一次与客户的会议,澄清需求
D.继续理解执行项目

106. A project manager documents a client's high-level requirements for a new system project,During these discussions,the project manager realizes that they each have different understanding of the requirements. What should the project manager do next?
A. Wait until the client decides what they want
B. Write a report explaining the client's requirements as the project manager understood
C. schedule a meeting with the client's requirements as the project manager understood
D. Proceed with the project an understood

107. 在项目上面的一个通过视频会议的方法进行沟通的是以下:
A.推式
B.交互式
C.广播

D. 拉式

107. In the project, which one needs to be communicated by video conference?

A. Pushing-type

B. Interactive

C. Broadcasting

D. Pulling-type

108. 一位初级项目团队成员对一位高级团队成员提交的建议书中的方法提出质疑。这两名团队成员的争论现在威胁到项目进度，仔细考虑之后，项目经理同意初级团队成员的意见，修改建议书。项目经理使用的是什么方法？

A. 合作

B. 缓解

C. 强迫

D. 撤退

108. A junior project team member questions the methods in a proposal submitted from another member, The argument between the team members now is threat to the project schedule. After careful consideration, the project manager agrees with the junior team member to modify the proposal. What method is the project manager using?

A. Collaborate

B. Smooth

C. Force

D. Withdraw

109、有个工程师和项目经理意见有分歧，项目经理准备第二天再讨论这个问题，问项目经理是采用的什么冲突处理策略？

A. 合作/解决问题

B. 妥协/调解

C. 撤退/回避

D. 缓和/包容

109. There is an engineer who has different opinion with the project manager, the project manager prepares to discuss this problem tomorrow, which stratergy the project manager needs to use?

A. Cooperation/Solving problem

B. Compromise/Mediate

C. Withdraw/Avoid

D. Relax/Forgive

110、在一个系统执行项目中，在项目结束前两周发现一个系统功能脱离范围，已经通过变更流程批准。项目经理接下来应该怎么做？

A. 按需求说明更新管理计划

B. 评估变更，并与客户讨论对项目成本的影响

C. 拒绝变更，因为项目接完工，影响将很大

D. 与项目干系人一起讨论变更的影响

110. In a system implementation project, a system feature is de-scope two weeks

ends. The change has gone through the perform integrated change control. What should the project manager do next?

A. update the project management plan as stated in the request

B. assess the change, and discuss the impact on the project

C. reject the change, since the project is

D. discuss the impact of the change will project stakeholders

111、项目团队识别到一个需要立即进行变更的紧急事件。由于进度计划有限，没有足够时间遵循标准的变更控制流程。项目经理接下来应该怎么做？

A. 停止项目，直到变更获得变更控制委员会的批准为止

B. 建立新的变更控制委员会来评估变更

C. 告知项目发起人并询问意见

D. 首先记录变更，并在之后获得变更控制委员会的批准

111. A project team identifies an emergency, which requires an immediate change, Due to schedule, there is not enough time to follow a standard change control process. What should the project manger do next?

A. Stop the project until the change is approves by the change control board

B. Establish a new change control board to assess the change

C. Inform the project sponsor and aks for advice

D. Document the change first and obtain approval from change control board

112、在一个快速变化环境中工作的项目经理，将搜集到的需求清单排列优先顺序进行工作计划。让优先级最高的可交付成果在 3-4 周内完成。项目经理正在使用哪一种项目生命周期方法？

A. 直觉

B. 预测

C. 适应

D. 反复

112. A project manager, who works in a rapidly changing environment, priorities requirements and schedules work so that the highest-priority deliverables can be finished in 3 weeks periods. The project manager is using which project life cycle approach?

A. Intuitive

B. Predictive

C. Adaptive

D. Iterative

113、在新产品开发项目的一次需求会议上，产品经理提出在以往项目团队中经历的问题。产品经理要求项目经理提供一份计划，详细说明在新项目中如何规避这些问题，项目经理首先应该怎么做？

A. 召集包括项目经理和产品用户在内的焦点小组会议

B. 与之前的项目团队沟通

C. 与当前的项目团队安排一次头脑风暴会议

D. 查询经验教训知识库

113. During a requirements planning meeting for a new product development manager reminds the team the issues experienced in a product manager asks the project management to provide a plan avoid in this new project,To research this information.what should the project management?

A. conduct a focus group which includes the project manger

B. speak to the previous project team

C. schedule the brainstorming session with current project

D. Consult the lessons learned knowledge

114、在项目执行期间，你的项目团队成员向买方提交了一个项目交付成果。但是，买方拒绝接受，声称它不符合技术准则第 300 页的要求。你审核了该文件，并同意该观点。最好的是做什么？

A. 解释合同错了，应做出变更

B. 发布变更

C. 审核该要求，会见负责的团队成员以审核工作分解结构词汇表

D. 召开团队会议，审核第 300 页的要求

114. During project executing,your project team member delivers a project deliverable to the buyer,However,the buyer refuses the deliverable,stating that it does not meet the requirement on page 300 of the technical specifications,You review the document and find that you agree.What is the BEST thing to do?

A. Explain that the contract is wrong and should be changed

B. Issue a change order

C. Review the requirements and meet with the responsible team member to review the WBS dictionary

D. Call a meeting of the team to review the requirement on page 300

115、项目经理管理一个产品开发项目。产品通过测试，且最终版本将向客户发布。发布前发现最终发布版本中必须修复一个关键问题，客户同意支付由于客户产品设计产生的费用。项目经理首先应该怎么做？

A. 拒绝客户的请求，并建议在后续版本中修复这个问题

B. 与变更控制委员会开会，批准该变更

C. 准备变更请求表，详细说明修复问题

D. 与发起人开会评估变更影响

115. A project manager leads a product development project.,The product passes test.and version will be released to the client,Before the release date. the client discovers an issue must be fixes in the final release.The client agrees to pay for the fix caused by client's product design.What should the project manager do next?

A. Decline the client's request and suggest fixing it in a later version

B. Moot with the change control board approve the change

C. Prepare a change request form that details the fix

D. Conduct a meeting with the sponsor to assess the impact of the change

116、在项目规划阶段，项目经理完成进度计划。若要确定总体进度计划的灵活性，项目经理应使用下列哪项工具和技术？

A. 关键路径分析

B. 赶工

C. 资源平衡

D. 资源日历

116. During the project's planning phase, the project manger completes the schedule. In order to make sure the overall schedule flexibility. what tool or technique should the project manager use?

A. Critical path analysis

B. Crashing

C. Resource leveling

D. Resource calendar

117. 在一个关键活动开发期间，一名关键团队成员宣布他将离开项目。这个风险之前未作为风险评估的组成部分被识别到。这个行为将可能影响到项目进度计划。项目经理首先应该怎么做？

A. 与客户协商推迟项目交付日期

B. 提出变更请求减少关键活动的复杂性

C. 评价和评估对项目进度和成本的影响

D. 与人力资源部门安排一次紧急会议

117. A project charter is approved. While engaging with the stakeholders, the project manager find that the project charter contains incomplete information, Who is responsible for clarifying the details with the project manger?

A. Project charter developer

B. Program manager

C. project initiator or sponsor

D. Project management office

118. 按照项目技术规范，人力资源（HR）信息系统已完成。在一次使用新 HR 系统后人力部门表示旧系统比新系统提供更多的信息。若要防止这种情况，项目经理应该做什么？

A. 制定应急计划

B. 运行适当的干系人分析

C. 创建工作分解结构

D. 提出一项变更请求

118. A human resources(HR) information system is completed accourding to the project's specifications. After using the HR system for the first time the human resources states that old system project provided more information than new system. what should the project manager have done to prevent this situation?

A. defined a contingency plan

B. conducted an appropriate stakeholder analysis

C. create the work breakdown structure

D. initiated a chang request

119. 下列哪一项属于预防成本的范畴？

A. 制造过程中的废料成本

B.使用核对单去核实商品的质量

C.规划并执行一项审计,审查供应商的质量管理规范

D.维修不正确零件的成本

119. Which of the following is an example of prevention costs?

A. cost of scrap during manufacturing

B. using a checklist to verity the quality of outgoing good

C. planning and executing an audit to review a supplier's quality management system

D. cost of repairing an incorrect part

120.在一个产品开发项目结束时,客户满意度调查结果显示客户对于多个有价值的性能未包含在最终产品中感到失望。这些调查结果的可能原因是什么?

A.工作分解结构定义不良

B.需求定义不良

C.风险登记册为保持更新

D.团队在地理上是分散的

120. At the end of a product development project,the customer satiafaction survey results the customer is disappointed that several valuable features were not included in the finally product.What could be a possible cause for these survey results?

A. Poorly defined work breakdown structures

B. Poorly defined requirements

C. Risk register was not kept up-to-date

D. Team were geographically dispersed

121.信息技术(IT)部将开发到一个市场营销部的接口程序,IT 部经理承诺近期交付接口程。一名项目经理和技术资源被分配到该项目上。由于项目的高优先级,必须立即开始接口程序的相关工作,项目经理与团队开会讨论,并制作了一份满足近期交付日期的进度计划。在项目经理被分配到项目后,项目经理首先应该做什么?

A.制定项目章程

B.识别风险

C.记录沟通管理计划

D.制定项目管理计划

121. The information technology(IT) department will develop an interface for the department,The IT department manager commits to a near-term delivery date project manger and technical resources are assingned to the project.Due to the priority,work must begin immediately on the interface. The project manager to discuss estimates, and produces a schedule to meet the near-term delivery After the project manager was assigned the project,what should the project manager do first?

A. Developed the project charter

B. Identified risks

C. Documented a communications management plan

D. Developed the project management plan

122.发现一个新技术项目中的复杂问题后,项目团队难以继续工作。项目经理组织一次团队

会议来识别可能的原因。项目经理应该使用什么技术？

A. 鱼骨图

B. 控制图

C. 直方图

D. 帕累托图

122. After discovering a complex issue within a new technology project , the project team is having difficulty continuing with the work. The project manager facilitates a team meeting to identify possible cause. What technique should the project manager use?

A. Fishbone diagram

B. Control chart

C. Histogram

D. Pareto diagram

123、两个团队成员之间存在个人冲突。这两名团队成员互相不说话，项目经理预计到这将对项目执行产生直接影响。团队成员正在使用下列哪一项冲突解决技巧？

A. 撤退/回避

B. 合作/解决问题

C. 妥协/调解

D. 强迫/命令

123. There is a personal confilict between two team members. The team members do not talk to each other. and the project management anticipates that this will have a direct effect on execution. The team members are using which of the following conflict resolution technique?

A. Withdraw/Avoid

B. Collaborate/Problem Solve

C. Compromise/Reconcile

D. Force/Direct

124. 项目经理发现关键路径上一项活动的开始到结束依赖关系遗漏。项目进度计划已经与客户沟通，若要避免这个问题，项目经理应该事先做什么？

A. 审查工作分解结构

B. 进行进度网络分析

C. 制定风险管理计划

D. 进行净值分析

124. The project manger identifies that a finish-to-start dependency for an activity on the critical path is missing. The project schedule was already communicated to the customer. What should the project manager have done to avoid this issue?

A. Reviewed the work breakdown structure

B. Conducted a schedule network analysis

C. Prepared a risk management plan

D. conducted an earned value analysis

125、项目经理被分配到一个正在进行中的项目，在启动期间，项目经理提供了已经完成的

预算和基于本项目的实际成本数据。项目经理应该能够从这个数据中确定什么？
A．财务数据
B．总体需求
C．总体预算
D．估算依据

125. The project manager is assigned to an ongoing project. During the intiation period, the project manager is provided with the budget at completion , and actual cost data regarding the cost of this project .What should the project manager be determined form this data?
A. Financial Data.
B. Summary Requirements
C. Summary Budget
D. Basis of Estimates

126、一个项目拥有固定完工日期，从之前的经验看，该客户以不断要求修改项目可交付物出名。这会增加无法满足项目期限的风险，项目经理应该怎么做？
A.执行风险分析并将结果发送给客户，强调无法满足项目期限的风险
B.规定一份变更管理计划，要求联合批准变更
C.使用关键路径制定进度计划，并将其提交给客户
D.通知客户项目期间不接受任何变更，除非进行合同评审

126. A project has fixed completion date, From precious experience, The customer is know to demand constant modifications to project deliverables, which adds to the risk of missing the deadline. What should the project manager do to avoid this risk?
A. Perform a risk analysis and send the results to the customer, highlighting the high of missing the deadline.
B. Prepare a change management plan that require joint approval of changes, and stakeholders for approval
C. Prepare a schedule using the critical path method and present it to the customer demonstrating there is no float for changes
D. Inform the customer that no change will be accepted during the project, unless a review takes place

127、项目经理计划为一个建设施工项目采购混凝土。所有供应商的材料质量都一样。只有价格差别。项目经理应向供应商请求哪种应对类型？
A.信息请求
B.建议邀请书
C.报价邀请书
D.工作说明书

127. The project manager plans to purchase concrete for a building construction project. The_____the materials is consistent among all vendors, leaving price as the major difference. Which type of vendor response should the project manager request?
A. Request for information
B. Request for proposal
C. Request for quotation

D. Statement of work

128. 一个施工项目的项目团队完成了第一版工作分解结构(WBS)。团队员工询问是否有必要将项目团队的工作包含进 WBS 中。项目经理应向该团队成员提供下列哪一项建议?
A. 没有必要包含这项工作,因为这个不属于产品范围的组成部分
B. 这项工作应包含在预算中,但不包含在 WBS 中
C. 没有必要包含这项工作,因为它属于一项间接成本
D. 这项工作应包含在 WBS

128. A project team for a construction project completes the first version of the work break structure(WBS). A team member asks if is necessary to include the project team's WBS. The project manager should advise the team member of which of the following?
A. It is not necessary to include this work,because it is not part of the
B. This work should be included in the budget,but not in the WBS
C. It is not necessary to inclube this work,because it is an indirect cost
D. This work should be included in the WBS

129. 在项目完成 75%后,客户要求对项目范围进行意料之外的变更。项目经理接下来应该怎么做?
A. 向项目发起人通知范围变更
B. 接受变更请求并更新项目范围
C. 向变更控制委员会提交变更请求
D. 创建变更管理计划

129. After a project is 75% complete,the customer requests that an unexpected change to the project scope. What should the project manager do next?
A. Inform the project sponsor of the scope change.
B. Accept the change request and update the project scope.
C. Submit a change request to the change control board.
D. Create a change management plan.

130. 项目经理必须搜集信息,让国家专家对由工程经理识别的问题的解决方案达成一致。下面哪项技术能防止任何人对结果产生不适当的影响?
A. 德尔菲技术
B. 名义组技术
C. 价值工程
D. 虚拟团队

130. The project manager must gather information and reach a consensus regarding the resolution of an issue identified by the engineering manager,which method will aviod any one person from the team having undue influence on the outcome?
A. Delphi technique
B. Nominal group technique
C. Value engineering
D. Virtual team

131. 项目经理正在创建干系人登记册。除了咨询高级管理层和已经从事过相同领域的其他项目经理以外，还应考虑那些其他资源？
A. 干系人依赖关系图
B. 主题专家和行业组织
C. 干系人管理计划
D. 沟通管理计划

131. The project manager is creating the stakeholder register. In addition to consulting management and other project managers,who have worked in the same area,what resources should be considered?
A. Stakeholder dependencies' map
B. Subject matter experts and industry groups
C. Stakeholder management plan
D. Communications management plan

132. 因为项目进度不满足时间制约的因素,项目经理将最困难的任务外包给一个知道其有能力但昂贵的供应商。该供应商的合同是成本固定费用合同。项目经理应该更新下列哪一文件？
A. 进度和成本管理计划
B. 成本、风险、进度和沟通管理计划
C. 风险、采购和进度管理计划
D. 进度、成本、风险、沟通和采购管理计划

132. Since the project schedule does not meet the time constraints,the project the most difficult task to a provider known to be completed,but expensive contract is cost-plus-fixed-too.Which of the following document should the project manager update?
A. schedule and cost management plans
B. cost,risk,schedule and communication management plans
C. risk,procurement,and schedule management plans
D. schedule,cost,risk,communication,and procurement management plans

133、项目团队使用一种质量工具，能用图标描绘在一个特定组内的频率，项目团队正在使用的是哪一项质量工具？
A. 散点图
B. 项目直方图
C. 统计抽样
D. 项目核对表

133. A project team uses a quality tool that graphically depicts the frequency value occurring within a specific.group. What quality tool does the team use?
A. Scatter diagram
B. Project histogram
C. Statistical sampling
D. Project check sheets

134、公司管理层正在消减预算，因此必须做出如何消减某个关键正在进行的项目预算。项

目经理首先应该怎么做？
A.提交能够减少成本的更新进度计划，并减少最终可交付
B.解散某些分配的资源并延长项目时间线
C.减少管理储备以保持项目进行
D.使用敏感性分析评估不同风险

134.Budgets are being reduced by company management;there how to reduce the budget of a critical,ongoing project.The project manager should do which of the folloing first?
A.Submit an update schedule that reduces cost,and reduce final deliverables
B.Dismiss some of the assigned resources and lengthen
C.Eliminate the management reserve to keep the project
D.Use a sensitivity analysis to evaluate the various risks

135. 公司希望进行一个新的财务应用程序。完成自制或外购分析之后，公司审查了所有供应商建议书并选择了其中一家供应商。接下来应该做哪一项？
A.创建一份风险采购计划
B.对管理层外包项目的决定进行申诉
C.进行合同谈判
D.记录变更请求

135.A company wants to proceed with a new financial application.After completing but or make analysis,the company reviews all vendor proposals and choose ane vendor.What should do next?
A. To create a risk procurement plan
B. To appeal for the outsourcing project decision made by the management layer
C. To negotiate on the contract
D. To record the change request

136. 项目团队发现关键活动落后于进度。项目经理必须确定项目何时开始落后于进度。项目经理接下来应该怎么做？
A.修改工作分解结构，确定持续时间长的复杂活动
B.修改活动持续时间估算，确定关键活动之前持续时间最长的任务
C.使用专家判断，回忆项目确定的问题
D.使用相应的进度基准来确定延迟

136.The project team discovers that a creitical activity is behind schedule.Indentify when the project started to fall bahind schedule.What should the project manager do next?
A.Revise the work breakdown structure to determine complex activity
B.Revise activity duration estimates to identify the longest task before
C.Use expert judgment to recall indentified issues within the project
D.Use the corresponding schedule baseline to determine delays

137.开发团队观察到两个主要项目变量向相反的方向移动，可能导致项目风险当中。项目经理用什么工具或技术来确定这两个变量是如何让密切相关的？
A.散点图

B. 帕累托图

C. 直方图

D. 偏差分析

137. The development team observes that two major project variable is directions,which could put the project at risk.What tool or technique should use to detections how closely related these two variables are?

A. Scatter diagram

B. Pareto chart

C. Histogram

D. Variance analysis

138、项目经理从一个符合进度和预算的项目中辞职。在聘用了替代的项目经理后，项目经理提出的意见被团队成员反对。团队处于下列哪一个发展阶段？

A. 形成阶段

B. 规范阶段

C. 成熟阶段

D. 震荡阶段

138. A project manager resigns from a project that is on schedule and on budget.a new project manager is hire,the team members oppose the ideas presented by the new project man.The team is which of the following stages of development?

A. Forming

B. Naming

C. Performing

D. Storming

139、公司的项目 SPI、CPI 指示图如下，此时项目经理应该如何向管理层汇报工作？
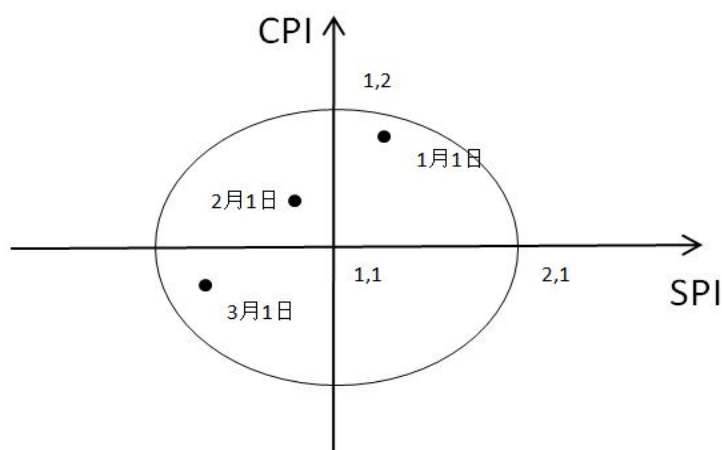
A、进度落后、成本超支

B、需要赶工

C、关键路径法

D、进度提前、成本节约

139, the company's project SPI, CPI indicator diagram is as follows, then the project manager should be how to report to the management of the work?

A, backward progress, cost overruns

B, need to rush

C, the critical path method

D, ahead of schedule, cost savings

140、项目经理希望在项目启动阶段执行风险分析。为确保项目成功，项目经理应先审查下列哪一项组织过程资产？

A.更新的项目风险登记册

B.风险管理计划和干系人承受力

C.历史信息和经验教训

D.组织基础设施和市场条件

140. A project manager wants to perform a risk analysis during the initiation phase. To ensure the project's success which of the following organizational process assets should the project manager review first?

A.Update project risk register

B.Risk management plan and stakeholders' tolerance

C.Historical information and lessons learned

D.Organization infrastructure and market place conditions

141、一个项目在拥有矩阵式组织结构的公司中启动。没有招聘权限的项目经理可以通过下列哪一项获得项目团队？

A.与公司管理层交流

B.与职能经理协商

C.劝说团队成员加入项目

D.与项目发起人沟通

141. A project is instantiated within a company that has a matrix organizational manager with no hiring authority, could acquire a project team by doing which of the following?

A.Network with the company's management.

B.Neonate with functional managers.

C.Persuade team members to join the project.

D.Communicate with the project sponser.

142、创建项目管理计划后，项目经理下一步应该做什么？

A.起草在预算中授权的风险登记册中的风险减轻计划

B.向关键干系人提交项目管理计划并获得他们的批准

C.开始分包谈判，尽可能减少进度延期

D.执行质量审计并确保存在继续进行的基准

142. After creating the project management plan, what should the project manager do next?

A.Draft mitigation plans from the risk register that are authorzed in the budget.

B.Present the project management plan to key stakeholders and obtain their approve.

C.Begin subcontract negotiations to minimize schedule delays.
D.Perform a quelity audit to ensure there is a baseline to procees.

143、一家医院希望实施一个病例系统。一家顾问公司的项目经理将制作项目章程。项目经理需要下列哪一项来制作项目章程？
A.项目工作说明书和组织过程资产
B.项目工作说明书和过程改进计划
C.事业环境因素和质量管理计划
D.商业论证和风险管理计划

143.A hospital wants to implement a medical records system.A consulting firm's project managers will develop the project charter.What do the manager need to develop the project charter?
The project manager needs which of the following to develop the project charter?
A.Project statement of work and organiztional process assets
B. Project statement of work and process improvement plan
C. Enterprise environmental factors and quality management plan
D.Business case and risk menegement plan

144、项目团队担心为保持进度计划将需要过度加班。目前，一个产品部件需要花两倍的时间生产。项目经理应该通过执行下列哪一项来调查这个问题？
A.风险效益分析
B..力场分析
C.根本原因分析
D.成本效益分析

144.A Project team is concerned that excessive overtime will be required to maintain the schedule cerrently,one project component is taking twice as long manufacture. The project manager should investigate the issue by performing which of the following?
A.Risk benfit analysis
B.Force field analysis
C.Root cause analysis
D.Cost-banefit analysis

145、委员会将要从提交的一份清单中选择项目，应该使用下列哪一项选择标准？
A.战略一致性需求，成本效率和可行性
B.根据首席执行官的决定排列项目的优先顺序
C.启动具有最佳文件计划的项目
D.解决主要干系人的需求

145.A Committee will select projects from a list of submissions.Which of the following should be used?
A.Align requirements to strategy cost efficiency,and feasibility.
B.Prioritize projects based on the chief executive officer's decision.
C.Initiate projects that have the best documented plans
D.Adress the primary stakeholder requirements.

146、在识别完一项技术风险后，项目经理决定雇佣一名高级资源加入项目团队，项目经理采取的是什么风险应对策略？
A. 减轻
B. 识别
C. 接受
D. 专家判断

146. After the identification of technical risk, the project manager decides to hire a senior resource to join the project team. What risk response strategy dose the project maneger take?
A. Mitigate
B. Identifi
C. Accept
D. Expert judgment

147. 在升级公司的会计应用程序项目中,项目经理每周发送一次有关项目状态以及后续活动的电子邮件。该应用程序的一位关键用户抱怨应用程序停用影响他们的工作绩效。项目经理接下来应该如何做？
A. 按照计划活动继续工作
B. 向主管报告关键用户的情况
C. 审查干系人分析并更新包含该关键用户
D. 审查干系人分析并通知所有干系人将该关键用户包含在所有电子邮件中

147. In a project to upgrade a company's accounting application, the project manager emails regarding the project's status and the next activities. A Key user of the application plain that application outages are affecting their work performance. What should the project manager do next?
A. Continue working according to planned activities.
B. Report the key user to their supervisor.
C. Review the stakeholder analysis and update to include.
D. Review the stakeholder analysis and inform all stakeholders to include the key users' emails.

148、项目到收尾阶段，项目经理将可交付成果项目控制权要移交给谁？
   A、发起人
   B、管理层指定的人
   C、运营部门的人
   D、客户

148, to the end of the project phase, the project manager will deliver the results of project control to whom to whom?
   A, the sponsor
   B, the management of designated people
   C, the operation department
   D, customers

149、离完成分配的任务只剩 30 天时，一名项目团队成员离开公司。可惜的是，没有可用的替代资源。项目经理在项目进度计划中包含一个应急储备金。为了计算剩余的应急储备金，项目经理应该使用什么技术？

A. 风险审计

B. 趋势分析

C. 储备分析

D. 技术绩效衡量

149. Form the completion of assigned tasks only 30 days , a project members leave the company. Unfortunately , there is no available alternative resources. Project manager includes a contingency reserve in the project schedule. In order to calculate the remaining contingency reserve, the project manager should use what technology?

A. risk audit

B. Trend analysis

C. Reserves analysis

D. Technical performance measurement

150、一家公司主管经理确认一条新产品线的可行性，新产品线初始投资 10000 美元，预期现金流如下：

年	现金流
1	3000
2	5000
3	7000

根据所提供数据使用内部收益率技术，为确保新产品可行，此项目的内部收益率是多少？

A、28%

B、10%

C、15%

D、20%

150, a company executive manager to confirm the feasibility of a new product line, the initial investment in new product line $10,000, expected cash flow is as follows:
Annual cash flow

What is the internal rate of return (IRR) of the project to ensure the viability of the new product, using the internal rate of return technology based on the data provided?

A, 28%

B, 10%

C, 15%

D, 20%

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

A. 创建一份培训计划，培养需要的技能

B. 将问题上报高级管理层

C. 调整项目范围使之适应团队成员的技能

D. 在项目发起人的帮助下申请新项目团队成员

151. After reviewing team member's skill profiles, the project manager determines some skills are missing. what should the project manager do to address this situation?

A. Create a training plan to develop the needed skill

B. Escalate the issue to senior management

C. Adapt the project's scope to the skill the team member

D. Request new project team member with the project sponsor's assistance

152. 本地专家警告天气情况可能影响项目进度计划，项目经理接下来应该怎样做？

A. 将与受影响区域天气情况有关的已识别风险排列有限顺序

B. 继续监控本地专家的警告

C. 向客户请求进度灵活性来完成项目

D. 从项目范围中减少潜在受影响的区域

152. Local experts warn that weather condition may impact the project what should the project manager do next?

A. prioritize the identify risk associated with weather conditions

B. Continue to monitor the exports warnings

C. Request schedule flexibility form the customer to complete the

D. Emanate the potential impacted areas form the project scope

153、项目经理审查风险登记册中某项风险状况，发现风险并没有被减轻。若要对此风险进行有效管理，请问如何获得额外费用？

A. 项目预算

B. 应急储备

C. 成本基准

D. 管理储备

153, the project manager examines a risk profile in the risk register and discovers that the risk has not been mitigated. To manage this risk effectively, how do I get additional fees?

A. Project budget

B. Emergency reserves

C. Cost Benchmarks

D. Manage reserves

154、项目经理要求风险经理开展每月的定量风险分析。风险经理应该提交什么？

A.蒙特卡洛累计图

B.风险重新评估

C.概率和影响矩阵

D.根据概率和影响等级来识别风险

154. The project manager ask the risk manager to conduct a monthly quantitative risk analysis. What should the risk manager present?

A. Monte Carlo cumulative char

B. Risk reassessment

C. Probability and impact matrix

D. Identified risks with probability and impact ratings

155、项目经理完成三个月的工作，成本偏差为＄-3,000 美元，净值分析显示下列哪一项？

A.有利：项目是执行效率比计划高

B.不利：项目的执行效率比计划低

C.有利：项目超前于进度

D.不利：项目落后于进度

155.A Project manager completes three months of work with a cost variance of US$-3,000 .The earned value analysis shows which of the following?

A. Favorable;the project is performing more efficiently

B. Unfavorable; the project is performing less efficiently than planned

C. Favorable;the project is ahead of schedule

D. Unfavorable;the project is behind of schedule

156、分包商的公司不能根据合同条款执行服务。项目经理接下来应该怎么做？

A.查看采购协议中的提前终止条款

B.与团队成员头脑风暴

C.更新风险管理计划

D.请求与项目发起人开会获得建议

156.A subcontractor's company can no longer perform the under contract terms. What should the project manager do next

A. Review the procurement agreement for an early termination clause

B. Brainstorm with team members.

C. Update the risk management plan .

D. Request a meeting with the project sponsor to obtain advice.

157、一个项目将在周末进行，并包含客户的员工资源，在周末的前三天，项目经理得知客户的人力资源经理拒绝为其员工支付加班费。因此，必须重新安排该任务的进度。为避免这个问题，项目经理应该事先完成下列哪一项？

A.将加班费包含在项目预算中

B.告知客户在周末完成这项任务的重要性

C.让客户的员工将加班情况通知他们的人力资源经理

D.识别所有项目干系人

157.The project task will occur over a weekend and includes the customer staff resources. three days before the weekend, the resource manger refuse to make overtime pay. The schedule should be re-planned. To avoid this issue, the project manger should have done which of the following?

A. Add the payment for overtime in the project's budget

B. Advised the customer about the importance of the accomplishing this task over weekend

C. Asked the customer's staff to inform their human resources manger overwork

D. Identify all of the project stakeholders

158、在推出新产品期间，一个外部供应商导致大幅延期，延期可能导致项目终止。为解决这种情况，项目经理应该首先做什么？

A.与多名外部供应商开会，产生问题的解决方案

B.执行正确的工具和技术，在识别问题后尽快解决问题

C.识别其他能够提供类似产品的外部供应商

D.评估风险对项目的影响，实施风险应对计划，并与干系人沟通

158. During the launch of a new product , an extreme vendor causes a major delay. This cause the project to the terminated. To address this situation ,what should the project manager do first?

A. Meet with several external vendors to generate solutions to the issue

B. Implement proper tools and techniques to solutions as soon an possible

C. Identify another external vendor that could provide a similar produce

D. Assess impact of this risk to the project, activate the risk response plan, communicate with the stakeholders.

159、产品发布前的两个小时，项目团队成员发现一个错误，项目经理应用临时修复，满足关键里程碑。项目经理应用的是下列哪一项？

A.应急计划

B.定量风险分析

C.权变措施

D.缺陷补数

159. Two hours before a product is deployed, a project team member discovers an error. The manager use a temporary fix to meet the milestone, this should be callde which step?

A. Contingency plan

B. Quantitative risk analysis

C. Workaround

D. Defect repair

160、一个项目连续错过交付日期，项目团队评估完该情况后，项目经理意识到团队绩效差的原因在于团队成员对自己的职责缺乏清晰的认识。项目经理首先应该关注哪一项？

A.创建 RACI 图

B.巩固领导团队的角色

C.协商获得具有更有技能的新团队成员

D.使用将来活强制权利激励成员

160. A project has consistently missed the delivery dates. After assessing the situation with the project manager realizes the poor performance is due to a lack of charity for team member's responsibilities? What should the project manager focus on first?

A. Greate a RACI chart

B. Consolidate the role of the leadership

C. Negotiation for new team member with stronger skills

D. Use reward and coercive power to motivate the team

161、一位新项目经理刚加入团队，起初项目团队成员对项目经理的决定不太认可。后来凭借项目经理的专业管理能力表现和相应领域的技术表现，团队成员渐渐接受了他。请问项目经理使用的是哪种权力？

A. 正式权力

B. 专家权力

C. 参考权力

D. 奖励权力

161, a new project manager has just joined the team, initially project team members of the project manager's decision is not recognized. Later, by virtue of the project manager's professional management capabilities and the performance of the corresponding areas of technical performance, team members gradually accepted him. What kind of authority does the project manager use?

A. Official authority

B. Expert powers

C. Reference authority

D. Reward the power

162、在一个软件开发项目的实施过程中，项目经理发现 WBS 遗漏了一项重要的组成部分，如果添上将会造成超出 10%预算。未将这个遗漏的部分加进 WBS，项目经理应该采取什么措施？

A.将情况上报发起人

B.立即修改工作分解结构，将遗漏的部分添加进去

C.因为超出预算，不修改 WBS

D.和团队一起评估各方面影响，发起变更请求

162. During implementation of the software development project, the project manager find an important component was not included in the word breakdown schedule, but it is 10% over budget. To include the component in the revised WBS, which step should the project manager implement ?

A. Report the situation to the sponsor

B. Immediately modify the WBS, add the missed component in it

C. Do not make change, it will cause over budget

D. Assess the impact of various aspects with the team, initiating change requests

163、公司 A 向客户交付了一个项目，但是，在下一个项目中，客户没有将公司 A 纳入考虑名单。公司 A 确定与客户的关系在上一个项目的执行过程中破坏了。公司 A 的项目经理应使用什么工具或技术来确保与客户保持良好的关系？

A.在每个阶段结束时通过手机客户的反馈测量客户的满意度

B.联系客户确定答复不在名单中的原因

C.在项目开始是创建质量管理计划

D.在每个阶段结束时执行风险评估

163. Company A delivered a project to the a client. However, on the next project, include Company A response on the shortlist for consideration. Company relationship with the client was damaged during the previous project's. What tools or techniques

should company a project manager have used relationship with client?

A. Measured the client's satisfaction company A project customer feedback at

B. Call the client to determine why the response was not shortlisted

C. Created a quality management plan at the start of the project

D. Performed a risk assessment at the end of each phase

164、一个公司总部搬迁的项目正在计划阶段。项目成员正在为是采用敏捷项目管理还是传统项目管理方式进行项目而争论。哪个文件应该在项目章程确定前创建？

A.沟通管理计划

B.项目管理计划

C.工作分解结构

D.项目工作说明书

164.A project which is to move company's headquarters is being . The project team debates which method to be used, agile or traditional project management methodologies.what document should be created before the project charter can be finalized?

A. Communication management plan

B. Project management plan

C. Work breakdown structure

D. Project Statement of work

165、在一次项目审查后，项目经理询问风险问题汇总并进行风险优先级排序，此过程需要用到哪种方法？

A.三点估算

B.概率影响矩阵

C.风险评估

D.风险等级

165.After a project review, the project manager asks a summarize of all the incidents and then prioritize the incidents, which method should be used?

A. PERT

B. Probability Impact Matrix

C. Risk Assessment

D. Risk ranking

166、项目经理认识到可交付成功必须经过一名网络设计专家审查，但该专家目前不在公司。项目经理需要搜集一名提供商来协助这项任务。若要说明这些项目需求，建议邀请书中应包含下列哪一项？

A.风险分解结构

B.工作说明书

C.组织分解结构

D.工作分解结构

166.The project manager realizes the deliverable must be reviewed bu an expert in weB. design .Who is currently not available in the company, the project manager will need to search for a provider to assist with this task .

What should be included in the request for proposal to indicate these project requirements ?

A. Risk breakdown structure

B. Statement of work

C. Organizational breakdown structure

D. Work breakdown structure

167、项目目标是为汽车行业开发改进不见，对原型的测量发现，这些通常都超出技术规定界限。分析显示照成这些差异的原因很多种。项目团队如何确定首先解决哪一个原因？

A.鱼骨图

B.控制图

C.帕累托图

D.趋势图

167.The aim of a project is to develop improved components for the automotive industry Measurements on the prototypes show that are often outside the specification limits.

A. Fishbone diagram

B. Control chart

C. Pareto diagram

D. Run chart

168、项目经理在接管一个处于执行阶段的项目。项目经理发现之前的项目经理与一名关键干系人存在问题，且一些高级经理经常缺席状态会议。当前项目经理接下来该怎么做？

A. 审查干系人管理计划

B. 审查干系人报告计划

C. 制定干系人团队建设计划

D. 与干系人开会，解释项目报告管理计划

168.A project manager takes over a project in the implementation's phase,The project manager finds that there are problem between the manager of the manager project and a key stakeholder,and the several senior manager often absent the status meeting. What should the current project manager do next?

A. Review the stakeholder management plan

B. Review the stakeholder report plan

C. Develop the stakeholder team-building plan

D. Resource Calendars

169、作为实施采购过程的部分内容，你要从卖方那里获取信息、报价、标价、要约或建议书。在该过程中，你应该做好下列事项，除了：

A.确保预期卖方明确了解技术要求与合同要求

B.准备一份独立的估算，以便检查不同卖方的提议价格

C.在签署合同之前，阐明合同的结构和要求

D.确定产品应从外部采购还是由公司内部制造

169.You would like to obtain information,quotation bids offers or proposals form seller as part of-Request Seller Responses process . which could include any of the

following items expect?

A. sure that prospective sellers clearly understand the technical and contract requirements

B. epare an independent estimate to check the proposed price of the different sellers

C. arify on the structure and requirements of the contract, before sign-off

D. termine whether a produce should be outsourced or manufactured in-house

170、某项目在完工前一个月终止，项目经理调查了提前终止的原因，项目目前处于下列那个阶段？

A. 启动

B. 收尾

C. 监控

D. 计划

170. A project is terminated one month before completion . The project manager investigates the reason for the early termination.

A . initiating

B. Closing

C. Monitoring and controlling

D. Planning

171、项目经理获得供应商回复，并选择了一名供应商提供项目的其中一个关键组成部分。项目经理完成的是下列哪一个过程？

A. 控制采购

B. 指导和管理项目工作

C. 规划采购管理

D. 进行采购

171. A project manager obtains seller responses,as well as selects to provide one of the project's key components.The project manager completed which of the following processes?

A. Control Procurements

B. Direct and Manage project Work

C. Plan Procurement Management

D. Conduct Procurements

172、一个项目已经启动，项目经理正在制定质量管理计划。质量管理计划于下列哪一项有关？

A. 描述项目中是如何执行质量控制的

B. 包含质量核对表

C. 确定定性和定量参数

D. 包含帕累托图

172. A project has been initiated and the project manager;works on developing the quality management plan .The quality management plan should do which of the following?

A. Describe how quality control will be performed within the project

B. Include a quality checklist

C. Identify qualitative and quantitative parameters

D. Include a Pareto chart

173、若要完成一个过程，阶段或项目，必须获得下列哪一项的批准？

A.预算

B.可交付成果

C.资源

D.进度表

173. To complete a process, phase, or project , which of the following must be approved?

A. Budgets

B. Deliverables

C. Resources

D. Schedules

174、下列哪一项描述了现有进度表的特定时间段内对个别资源的需求量？

A.资源直方图

B.资源负荷

C.资源平衡

D.资源规划

174. Which of the following describes the amount of individual required for an existing schedule specific time periods?

A. Resource histogram

B. Resource loading

C. Resource leveling

D. Resource planning

175、客户希望在不改变项目完工日期的前提下增加额外需求，项目经理首先应该怎么做？

A. 通知客户此时难以满足这项需求

B. 实施该变更，因为客户满意度是项目目标

C. 上报高级管理层获得批准

D. 签发变更请求，收集客户需求，并评估对项目的影响

175. A client wants additional work completed without changing the project's completion date. What should the project manager do first?

A. Advise the client that this request will be difficult to accommodate at this time

B. Implement the change, as client satisfaction is a project goal.

C. Escalate to senior management to obtain approval

D. Issue a change request to capture the client's requirement and evaluate the impact to the project

176、台风季节风浪巨大影响，原本从海路供货的供应商无法按期交过，项目经理从另外的供应商处采购，但是由于货船承载量限制，可能导致供货不足。属于什么情况

A. 应急计划

B. 次生风险

C. 残余风险

D. 权变措施

176. Because of the typhoon, the supplier couldn't deliver the goods on time by sea, the project manager decides to purchase the goods from another supplier, but the goods quantity may be not enough because the limit of shipping capacity, this kind of condition belongs to?

A. Emergency plan

B. Secondary risk

C. Residual risk

D. Contingency measures

177. 项目经理成功地将空调采购从 A 供应商转向 B 供应商。新产品检验完毕，并交付了所有项目可交付成果。项目经理下一步应该怎么做？

A. 将所有权移交采购部，以便再次订购

B. 向供应商 B 授权成本加激励费用采购合同

C. 作出自制或外购决定

D. 审查采购工作说明书

177. The project manager successfully transitions the procurement of air conditioners from supplier A to supplier B, New product verification is complete, and all project deliverables are met.

What is next step for the project manager?

A. Transfer ownership to the purchasing department to place future orders

B. Aword a cost-plus-incentive-fee procurement contract to supplier B

C. Conduct a make-versus-buy decision

D. Review the procurement statement of work

178. 公司任命一名项目经理管理一个新项目。项目经理可使用下列哪一项作为制定项目管理计划的依据？

A. 项目管理计划（更新）

B. 需求管理计划

C. 项目章程

D. 工作分解结构

178. A company has appointed a project manager to a new project. Which of the following would be used as input by the project manager to develop project management plan?

A. Project Management plan(updates)

B. Requirements management plan

C. Project chart

D. Word breakdown structure

179. 成本储备应：

A. 隐蔽，以防止管理层不批准该项资金

B. 加到每项任务上，以防止客户知道该储备金的存在

C. 由管理层掌握，用来填补成本超支

D. 加到项目的基本成本上，用来解决风险问题

179. The cost reserve should be:
A. Hidden to prevent management from disallowing the reserve
B. Added to each task to preserve the customer from knowing that a reserve exists
C. Maintained by management to cover cost overruns
D. Added to the base costs of the project to account for risks

180. 在项目收尾期间，一个项目发起人抱怨说，项目并没有提高部门 Java 编程的知识，因此，项目并没有完成。客户已经接受了该项目。项目经理确定所有的规定的目标和可交付成果都已经达到。他并没有找到 Java 编程是一个目标的证据。对项目来往信函的审核表明没有提到该可交付成果。这个项目经理应：
A. 结束项目
B. 重新计划项目，把新目标纳入计划
C. 与团队开会讨论这个问题并找出解决方案
D. 请项目干系人参与，帮助解决这个问题

180. During project closure a project sponsor complains that the project did not increase the department's knowledge of Java programming and therefore, the project is not complete. The customer has accepted the project. The project manager determines that all stated objective and deliverables have been met. He does not find evidence that Java programming was an objective. A review of project correspondence shows no mention of the deliverable, The project manager should:
A. close project
B. re-plan the project to include the new objective
C. meet with the team to discuss the issue and find a resolution
D. get the project stakeholders involved to help resolve issue

181. 项目团队成员识别项目质量需求，并记录项目应该如何遵守这些需求。他们应该使用哪一项工具和技术？
A. 流程图，控制图和质量审计
B. 过程分析，成本效益分析和趋势图
C. 流程图，成本效益分析和控制图
D. 流程图，控制图和检查

181. The project team members identify project quality requirements and document how the project will demonstrate compliance. which tools techniques should they use?
A. Flowchart, control chart, and quality audits
B. Process analysis, cost-benefit analysis, and run charts
C. Flowchart, cost-benefit, analysis, and control charts
D. Flowchart, control chart, and inspection

182. 一个组织正在考虑开发并使用一个成熟模型进行项目管理。使用这种模型的主要原因是什么？
A. 帮助组织改善项目过程和系统
B. 符合政府法规
C. 符合财务制度
D. 帮助组织在全球市场竞争

182. An organization is considering developing and using a maturity model for project management, What is the major reason for using this type of model?
A. Help the organization improve its project processes and systems
B. Satisfy governmental regulations
C. Satisfy financial regulations
D. Help the organization compete in the global marketplace

183. 下列哪一份项目文件中记录干系人风险容忍度的修订结果？
A. 项目章程
B. 项目范围说明书
C. 风险管理计划
D. 风险登记册

183. In which project document should the result of revised stakeholder risk tolerances be recorded?
A. Project charter
B. Project scope statement
C. Risk management plan
D. Risk register

184. 当一位项目经理受命进行一个大型项目，并创建了工作分解结构时，该结构包括？
A. 关键路径
B. 项目范围
C. 成本估算
D. 任务/资源分配

184. A project manager is responsible for a large project and has developed the work breakdown structure. What does the structure include?
A. Critical path
B. Scope of the project
C. Cost estimation
D. Task/resource assignments

185、签订的是成本补偿合同，目标成本为 140 000 美元，以 10%的比例为作为利润。最后实际成本为 150 000 美元，请问合同总价为：
A. 140 000 美元
B. 150 000 美元
C. 164 000 美元
D. 154 000 美元

185. signed a cost-recovery contract with a target cost of $ 140,000, with a 10 per cent ratio as profit. Finally, the actual cost is $ 150,000. Will the total contract price be:
A. A. 140 000
B. B. 150 000
C. C. 164 000

D. D.154 000

186、项目发起人通知项目经理组织结构发生了一项变更。项目经理下一步应该怎么做?

A.通知发起人,变更将会增加成本

B.要求项目发起人符合整体变更控制过程

C.更新沟通计划,反映新的结构

D.组织与新的项目干系人群体的会议

186.The project sponsor advises the project manager that there has been a change in the organizational structure.What should the project manager do next?

A. Inform the sponsor that it will cost more to make changes

B. Request that the sponsor conform to the integrated change control process

C. Update the communications plan to reflect the new structure

D. Organize a meeting with the new stakeholder group

187、在弱矩阵组织中,你是项目经理,与一名同是职能经理的团队成员有冲突,该成员总是按照自己的方式办事,导致影响项目进度。你多次与其沟通,然而该成员依旧按照自己的方式办事,请问你该怎么办?

A． 上报给项目发起人,请求协助

B． 更新风险登记册,记录该风险

C． 通过正式书面方式警告

D． 私下面对面了解情况

187, in the weak matrix organization, you are the project manager, and a functional manager with the team members are in conflict, the members always act in accordance with their own way, leading to the impact of project progress. You have to communicate with many times, but the members still act in accordance with their own way, how do you do?

A. Report to the project sponsor for assistance

B. Update the risk register to record the risk

C. Warn by formal written form

D. Understand face to face in private

188.项目经理目前正在处于项目规划阶段,努力确定项目干系人的信息需求。项目经理将使用下列哪一项工具技术?

A.沟通管理计划

B.沟通技术

C.专家判断

D.信息收集和检索系统

188.A project manager is in the planning stage of the project and is trying to determine the information needs of the stakeholders.Which tool of technique will the project manager use?

A. Communications management plan

B. Communication technology

C. Expert judgment

D. Informaiton gathering and retrieval systems

189、在项目执行阶段,项目团队识别出了一项严重的项目计划偏差。项目范围定义正确,但是计划却遗漏了一些技术可交付成果,从而影响了进度和计划成本。且确保项目成功,项目经理应该如何做?
A. 让客户支持偏差的成本
B. 提交变更请求,通知该情况的干系人,获得他们的支持
C. 与团队协商,加班工作,减少进度和成本影响
D. 与客户协商,减少项目范围,避免偏差

189. During the execution phase of the project, the project team identified a serious project plan deviation. The scope of the project was defined correctly but the planning missed some technical deliverables that have impacted the schedule and the planned cost. In order to assure the success of the project, which should the project manager do?
A. Ask the customer to pay the cost of the deviation
B. Propose a change request, and inform the stakeholders of this case to get their supports
C. Negotiate with team to work overtime for mitigating the impact of cost and schedule
D. Negotiate with customer to reduce the scope of project for avoiding the deviation

190、在一个软件开发项目的结尾阶段。预算超支了。客户完成了用户的验收测试。测试日志中的所有问题都已经解决了。但是客户还是不接受可交付成果,而是要求更多的时间来建立一个培训计划。项目经理应该怎么做,才能确保可交付成果所有权的转移?
A. 增加预算储备,以便实现客户未完成的任务
B. 评估风险更高程度的概率和影响,及时提供客户的培训职责
C. 为结尾过程使用核对单
D. 审核客户记录的未完成和转移项目的条件

190. At the closing phase of a software development project that is under budget, the customer completes user acceptance testing . All issue in the test log are resolved .However , the customer will not accept delivery , as more time is require to establish a training plan .what should the project manager have done to ensure transfer of the deliverable's ownership?
A. Add to the budget reserves to accomplish incomplete customer tasks
B. Assess the higher probability and impact to the risk that customer's training responsibility may provide in a timely manner
C. Use the checklist for the closure process
D. Reviewed the customer in documenting the conditions and transferring project

191、项目经理分配项目资源并开始培训团队成员。项目经理在哪里可以找到组织培训的必要信息?
A. 人员配备管理计划
B. 沟通管理计划
C. 干系人管理计划
D. 资源日历

191. The project manager assigns the project resources and begin to train team members .Where will the project manager find the required information to organize the training ?
A. Staffing Management Plan
B. Communication Management Plan
C. Stakeholder Management Plan
D. Resource Calendars

192、项目经理会用哪种数据分析方法来计算平均支出当他预测不到未来前景的结果时？
A.敏感性分析
B.预期货币值分析
C.蒙特卡洛分析
D.专家判断
192. Which statistical analysis technique could the project manager use to calculate the average outcome when the future scenarios inclube uncertain results?
A. Sensitivity analysis
B. Expected monetary value analysis
C. Monte Carlo analysis
D. Expert judgment

193.在为项目采购关键设备的谈判期间，卖方开始收拾东西准备离开会场，气氛非常紧张。这属于下列哪种谈判策略？
A.关键人物不在场
B.公平、合理
C.撤退
D.截止日期
193. Emotions are running high during negotiations to purchase major equipment for your project when the seller starts to pack up his things,This an example of which negotiation strategy?
A.Missing man
B. Fair and reasonable
C. Withdrawal
D.Deadline

194. 买卖双方的谈判日益复杂，因此，买方要求双方在会议纪要上签字。但是，卖方在实际执行工作时宣称不需要提供双方在谈判过程中商定的一项内容，因为该内容没有包括在随后的合同中，在该种情况下，卖方的说法：
A.通常正确，因为双方仅需要执行合同规定的事宜
B.通常不正确，因为所有协议都必须遵守
C.不正确，因为双方必须遵守双方商定的事宜
D.正确，因为双方必须遵守双方签订的合同内商定的事宜
194.Negotiations between two parties are becoming complex, so party buyer makes some notes that both parties sign. However, when the work is being done, party seller claims that they are not required to provide an item they both agreed to during

negotiations,because it was not included in the subsequent contact,in this case,party seller is:

A. Generally correct because both parties are only required to perform what is in the contract

B. Generally incorrect because all agreements must be upheld

C. Incorrect because both parties must comply with what they agreed upon

D. Correct because both parties must comply with what they agreed to in the signed contract

195.卖方和买方商定了一个总价加激励的合同，合同的目标成本是 200000 美元，目标利润是 30000 美元，目标价格是 230000 美元，双方还商定了最高价格为 270000 美元，分享比率为 70/30,如果卖方完成合同的实际成本为 170000 美元，那么买方要向卖方支付多少利润？

A. 21000 美元

B. 35000 美元

C. 39000 美元

D. 51000 美元

195. The buyer and seller bargain on a fixed price plus incentive fee contract,the aim cost of the contract is 200000 dollars,the aim profit is 30000 dollars,the aim price is 230000 dollars,the two parties also consult the highest price at 270000 dollars,the halve ratio is 70/30,if the seller accomplished the fact cost is 170000 dollars,how much profit should the buyer pay for the seller?

A. $21000

B. $35000

C. $39000

D. $51000

196.下列哪种合同类型是由目标成本（Target Cost）、利润 (Profit)、最高价（Ceiling Prices）、共享比率（Shared Ratio）或风险（Risk）组成？

A.固定价加激励费

B.工料

C.成本加固定费

D.固定总价

196.Which of the following contract type is made of Target Cost、Profit、Ceiling Prices、Shared Ratio or Risk?

A. Fixed-Plus-Incentive-Fee

B. Time and Material

C. Cost -Plus-Fixed-Fee

D. Fixed-price

197.项目经理被任命管理一个处于执行阶段的项目。项目经理识别到导致团队担心能否满足期限的多个风险，项目经理应该怎么做？

A. 更新风险登记册和制定风险应对计划

B. 审查风险管理计划

C. 与所有团队成员分享更新的风险登记册

D. 审查项目管理计划

197. The project manager has been appointed to manage a project of the implementing phase. The project manager identified multiple risks form the team worried about whether to meet deadlines. What should the project manager do ?
A. Update the risk register and develop risk response
B. Review the risk management plan
C. Sharing the updater risk register with all team members
D. Review the project management plan.

198、政府突然出个政策影响公司开发产品，需进行一项范围变更，项目团队在规划阶段直接把该变更做进管理计划中，这属于？
A. 纠正措施
B. 主动措施
C. 更新措施
D. 预防措施

198, the Government suddenly out of a policy affecting the company to develop products, the need for a scope of change, the project team in the planning stage directly to the change into the management plan, which is?
A. Corrective action
B. Proactive measures
C. Renewal measures
D. Preventive measures

199、项目经理完成一个新产品开发项目的规划过程。在继续进入执行过程组之前需要完成的重要里程碑是什么？
A.最终确定项目章程
B.接收执行项目的项目资金
C.获得发起人和干系人的批准
D.执行干系人管理策略

199.A project manager is completing the planning process of a new product develop. What is the major milestone to be completed before proceeding to the execute group?
A. finalize
B. receive project funding to execute
C. obtain sponsor and stakeholder approval
D. execute the stakeholder management strategy

200、 参照以下表格关键路径活动，如果项目有三个月的负时差，哪些任务应该被赶工？

Task	Original Duration (months)	Crash Duration (months)	Original Cost	Crashed COst	Additional Cost
M	5	1	$1,600	$1,700	$100
N	6	2	$1,800	$1,900	$100
O	7	1	$2,000	$2,050	$50

| P | 8 | 1 | $3,000 | $3,200 | $200 |
| Q | 13 | 3 | $2,500 | $2,700 | $200 |

A. 任务 M、O、P

B. 任务 N 和 O

C. 任务 N 和 Q

D. 任务 O 和 Q

200. Please refer to this diagram;Considering that project has a negative float 3 months, which of the following task(s) should be crashed to bring the project on schedule?

A. Task M,O,P

B. Task N,and Task O

C. Task Q

D. Task N and P