



清晖PMP复习测试题一

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1. An organization's lessons learned database indicates that past major project issues have been quality failures. The project manager decides to be more thorough when developing a quality management process.

What should the project manager do to ensure quality?

- A. Develop a quality management plan based on the project's scope and requirements.
- B. Incorporate all quality control processes in the project.
- C. Include all lessons learned from past projects in the project checklist.
- D. Add a new risk to the risk register.

1. 一家组织的经验教训数据库表明过去的重大项目问题是质量失败。项目经理在制定质量管理过程时决定做得更彻底。为确保质量，项目经理应该怎么做？

- A. 根据项目的范围和需求制定质量管理计划。
- B. 将所有质量控制过程纳入项目中。
- C. 在项目核对单中包含来自过往项目的所有经验教训。
- D. 在风险登记册中添加一个新风险。

2. A customer identifies performance issues on a newly implemented product. What category of cost of quality (COQ) should the project manager have used to estimate this cost?

- A. Prevention costs
- B. External failure costs
- C. Appraisal costs
- D. Internal failure costs

2. 客户识别到一个新实施产品的性能问题。项目经理应使用哪一个质量成本（COQ）类别来估算这项成本？

- A. 预防成本
- B. 外部失败成本
- C. 评估成本
- D. 内部失败成本

3. During project execution, the project manager determines that communications fail to comply with the communications management plan. What should the project manager do?

- A. Practice structured informal communications as part of key project milestones.
- B. Have team members to the communications management plan.
- C. Have team members review the project management plan.
- D. Inform stakeholders that all information received is not part of the communications management plan.

3. 在项目执行期间，项目经理确定沟通与沟通管理计划不符。项目经理应该怎么做？

- A. 实施有组织的非正式沟通，作为重要项目里程碑的一部分。

- B. 团队成员查阅沟通管理计划。
- C. 让团队成员审查项目管理计划。
- D. 通知相关方，收到的所有信息不属于沟通管理计划的一部分。

4. A team member notifies the project manager of an issue that has the potential of disrupting the project. The project manager adds the issue log, and the team to find a resolution. What should the project manager do next?

- A. Update the risk register.
- B. Revise the project management plan.
- C. Identify the appropriate risk response.
- D. Inform the stakeholders.

4. 一位团队成员通知项目经理有一个问题可能会破坏项目。项目经理将该问题添加到问题日志中，并要求团队找到解决方案。

项目经理下一步应该怎么做？

- A. 更新风险登记册
- B. 修订项目管理计划
- C. 确定适当的风险应对
- D. 通知相关方

5. As per the risk management plan, a project manager conducts mitigation strategies for some project risk. However, one risk has increased its probability and impact, and key deliverables could be compromised.

- A. Include this situation in the project status report.
- B. Define countermeasures to mitigate or remove the risk and communicate the situation to the stakeholders.
- C. Update the project baseline to reflect the impact of this risk.
- D. Update the risk management plan and issue a change request to remove these deliverables from the project.

5. 根据风险管理计划，项目经理对一些项目风险执行减轻策略。然而，其中一项风险的发生概率和影响都提高了，且主要可交付成果可能会受到损害。项目经理应该如何解决并沟通这种情况对项目的影响？

- A. 在项目状态报告中包含这种情况。
- B. 定义减轻或消除该风险的对策，并与相关方沟通这种情况。
- C. 更新项目基准，以反映该风险的影响。
- D. 更新风险管理计划并签发变更请求，从项目中删除这些可交付成果。

6. A team member is unclear about the project manager's primary responsibilities and

authority level. What document can help the team member understand this?

- A. Project charter
- B. Project management plan
- C. Organizational structure
- D. Project resource management plan

6. 一名团队成员不清楚项目经理的主要职责和职权级别，哪一份文件可以帮助团队成员了解这一点？

- A. 项目章程
- B. 项目管理计划
- C. 组织结构
- D. 项目资源管理计划

7. A project has spent US\$3.5million, and US\$4million in work is now complete. The planned (PV) of the project is US\$8 million. A subject matter expert (SME) estimates that an additional US\$6 million is needed to complete the project. The technical approach to complete the project is no longer valid.

What is the current estimate at completion (EAC)?

- A. US\$8 million
- B. US\$9.5 million
- C. US\$10 million
- D. US\$11.5 million

7. 一个项目已经支出 350 万美元，现在已经完成 400 万元美元的工作。该项目的计划价值（PV）为 800 万美元。主题专家（SME）估算还需要 600 万美元来完成该项目。完成该项目的技术方法不再有效。当前的完工估算（EAC）是多少？

- A. 800 万美元
- B. 950 万美元
- C. 1000 万美元
- D. 1150 万美元

8. While preparing the work breakdown structure (WBS), the project manager identifies that there may be cost overruns. What tool or technique should the project manager use to obtain a three-point estimate?

- A. Stakeholder interviews
- B. Sensitivity analysis
- C. Risk analysis
- D. Quantitative analysis

8. 在准备工作分解结构（WBS）时，项目经理识别到可能存在成本超支。项目经理应使用什么工具或技术来获得三点估算？

- A. 项目相关方访谈
- B. 敏感性分析
- C. 风险分析
- D. 定量分析

9. A project to build monthly reports involves two teams. Team X works on the back-end database, and team Y works on the front end that will build the reports' user interface. The project manager asks for representatives from both teams to be subject matter experts (SMEs) at the www.changeway.com.cn

requirements gathering process. One of the SMEs is widely respected figure in the field, and the project manager is worried about possible bias.

What tool or technique should the project manager use?

- A. Delphi technique
- B. Multi-criteria decision analysis
- C. Ishikawa diagram
- D. Brainstorming

9. 一个构建月度报告的项目涉及两个团队。团队 X 从事后端数据库的工作，团队 Y 从事构建报告的用户界面前端工作。项目经理要求两个团队的代表在需求收集过程中担任主题专家（SMEs），其中一位主题专家是该领域广受尊敬的人物，项目经理担心可能出现偏差。项目经理应使用什么工具或技术？

- A. 德尔菲技术
- B. 多标准决策分析
- C. 石川图
- D. 头脑风暴

10. For a long-term infrastructure project, the project manager must acquire suppliers with the lowest possible risk due to the global business climate. What type of contract should the project manager use?

- A. Firm fixed price (FFP)
- B. Cost plus fixed fee (CPFF)
- C. Fixed price incentive fee (FPIF)
- D. Fixed price with economic price adjustment (FP-EPA)

10. 对于一个长期的基础设施项目，由于全球商业环境，项目经理必须获得风险最小的供应商。项目经理应该使用什么合同类型？

- A. 固定总价合同（FFP）
- B. 成本加固定费用合同（CPFF）
- C. 总价加激励费用合同（FPIF）
- D. 总价加经济价格调整合同（FP-EPA）

11. A project manager finds several inconsistencies between project deliverables and sponsor expectations. To ensure alignment, what should the project manager develop?

- A. Risk register
- B. Stakeholder management plan
- C. Communications management plan
- D. Work breakdown structure (WBS)

11. 项目经理发现项目可交付成果与发起人期望之间存在若干不一致之处，为确保一致，项目经理应该制定下列哪一项？

- A. 风险登记册
- B. 相关方参与计划
- C. 沟通管理计划
- D. 工作分解结构（WBS）

12. A Project management is alternating between two projects with tight deadlines. They are

determined to collect lessons learned from both projects, despite having limited time do so. How should the project manager collect the lessons learned?

- A. Document them as each project finishes.
- B. Request assistance from the knowledge management department.
- C. Archive all minutes from project meetings.
- D. Document them routinely, starting from the initiation phase.

12. 项目经理在两个期限紧迫的项目之间轮替。尽管时间有限，但他决定从这两个项目中收集经验教训。项目经理应如何收集经验教训？

- A. 在每个项目完成时记录经验教训。
- B. 请求知识管理部门的帮助。
- C. 存档项目会议的所有会议记录。
- D. 从启动阶段开始，定期记录经验教训。

13. In a matrix organization, the appraisal ratings have just been communicated, One of the team members received an unexpected low performance rating. This team member is now unmotivated, which impacts project work.

What should the project manager have done to avoid this?

- A. Negotiated the ratings with the functional manager
- B. Evaluated the team collaboratively with the functional manager
- C. Performance the entire evaluation for the functional manager
- D. Allowed the functional manager to be solely responsible for evaluating the team

13. 在矩阵型组织中，刚刚传达了评价级别。其中一位团队成员获得了意想不到的低绩效评价，这位团队成员现在失去动力，影响到项目工作。若要避免这个问题，项目经理应该事先做什么？

- A. 与职能经理协商评价等级
- B. 与职能经理协作对团队进行评价
- C. 为职能经理执行整体性评价
- D. 允许职能经理全权负责团队评价

14. A highway construction project is on schedule and within budget. The project manager has just learned that an unforeseen mineral reserve has been discovered on the site. This will require that the highway is diverted, which will displace neighborhoods. What project management tools or skills will the project manager need to handle this?

- A. Good personal relations with the local authorities

- B. Conflict management and negotiation
- C. Scope creep management
- D. Understanding of industry practices

14. 一个高速公路建设项目按时、按预算执行。项目经理刚刚得知现场发现了一个不可预见的矿藏，这将要求高速公路改道，而改道将需要转移附近居民。项目经理将需要哪一项工具或技能来处理这个问题？

- A. 与当地政府机构的良好个人关系
- B. 冲突管理和谈判
- C. 范围蔓延管理
- D. 理解行业实践

15. After a projects kick-off meeting, some department managers believe that their needs failed to be addressed and now refuse to participate in the project. What should the project manager have prepared prior to this meeting?

- A. Requirements traceability matrix
- B. Stakeholder analysis
- C. Risk analysis
- D. Communication requirements analysis

15. 在项目启动大会后，一些部门经理认为他们的需求没有得到解决，现在拒绝参与项目。在这次会议之前项目经理应该准备什么？

- A. 需求跟踪矩阵
- B. 相关方分析
- C. 风险分析
- D. 沟通需求分析

16. A project requires a skilled engineer to perform a specific task. However, due to high workloads, the engineer cannot participate in the project. What should the project manager do next?

- A. Modify the schedule to accommodate the resource.
- B. Negotiate with the functional manager for the resource's participation.
- C. Train someone on the project team to perform the needed activity.
- D. Ask the sponsor for more time to find another resource to perform the task.

16. 项目需要一位熟练的工程师来执行某个特定任务，但由于工作量大，该工程师不能参与这个项目。项目经理下一步应该怎么做？

- A. 修改进度计划，以适应该资源
- B. 与职能经理协商该资源的参与
- C. 培训项目团队中的某个成员来执行所需的活动
- D. 要求发起人提供更多的时间来寻找其他资源来执行任务

17. During project execution, a functional manager identifies a new internal risk about the outsourcing team. The functional manager asks the project manager for a fast solution that will not negatively impact the project.

What should the project manager do?

- A. Develop a risk breakdown structure (RBS).
- B. Assess the risk in terms of severity of impact.
- C. Implement the risk strategy.
- D. Use the change management plan.

17. 在项目执行过程中，职能经理识别到有关外包团队的新内部风险，职能经理要求项目经理提供一个不会对项目产生负面影响的快速解决方案。项目经理应该怎么做？

- A. 制定风险分解结构（RBS）
- B. 根据影响的严重程度来评估风险
- C. 实施风险策略
- D. 使用变更管理计划

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

- A. Project manager
- B. Change control board (CCB)
- C. Project sponsor
- D. Subject matter expert (SME)

18. 一名团队成员急于将客户正在考虑的新功能添加到项目可交付成果中。在开始为这些新功能工作之前，需要谁的批准？

- A. 项目经理
- B. 变更控制委员会（CCB）
- C. 项目发起人
- D. 主题专家（SME）

19. A project manager discovers that the company's quality assurance (QA) department may have insufficient staff to test the project's product per the contractual schedule. What should the project manager do first?

- A. Review the issue log.
- B. Update the risk register.
- C. Cancel some non-critical tests.
- D. Compress the schedule.

19. 项目经理发现公司的质量保证（QA）部门可能没有足够的人员根据合同约定的进度计划测试项目产品。项目经理首先应该怎么做？

- A. 审查问题日志
- B. 更新风险登记册
- C. 取消一些非关键测试
- D. 压缩进度计划

20. A project manager is running an IT outsourcing project in another country. The customer

complains that the remote team is failing to meet their quality standards. What document should the project manager reference to confirm this?

- A. Outsourcing company's quality policy
- B. Quality control measurements
- C. Procurement statement of work (SOW)
- D. Quality management plan

20. 项目经理正在另一个国家执行一个 IT 外包项目，客户抱怨说远程团队没有达到他们的质量标准。项目经理应该查阅哪一份文件来确认这一点？

- A. 外包公司的质量政策
- B. 质量控制测量结果
- C. 采购工作说明书（SOW）
- D. 质量管理计划

21. A project is unable to assign a subject matter expert (SME). The team is concerned that due to the absence of an SME, incorrect assumptions will lead to rework. What should the project manager do?

- A. Update the risk register and escalate the constraint to the human resource manager.
- B. Update work performance reports and update the risk register.
- C. Determine if an alternate source for an SME is available.
- D. Add a contingency reserve for SME tasks.

21. 项目不能分配一名主题专家（SME）。由于缺少主题专家，团队担心不正确的假设将导致返工。项目经理应该怎么做？

- A. 更新风险登记册并将该制约因素升级上报给人力资源经理。
- B. 更新工作绩效报告并更新风险登记册。
- C. 确定是否有可用的主题专家替代。
- D. 为主题专家的任务增加应急储备。

22. One requirement of a critical project is the continuous traceability of the product. The quality team proposes creating inspection points at every step of the manufacturing process. However, these inspection points use valuable time and resource. What type of analysis should the project manager perform to determine the appropriate number of inspection points?

- A. Alternative
- B. Cost-benefit
- C. Pareto diagram
- D. Ishikawa diagram

22. 对一个关键项目的要求是产品的持续可追溯性，质量团队建议在制造过程的每个步

骤创建检查点。然而，这些检查点耗费了宝贵的时间和资源。项目经理应执行什么类型的分析来确定适当的检查点数量？

- A. 备选方案分析
- B. 成本效益分析
- C. 帕累托图
- D. 石川图

23. A company has a change control board (CCB) policy that specifies it will hold monthly meetings to evaluate and review change requests. A project is being executed that require faster response times due to an aggressive timeline and goals. What should the project manager do?

- A. Update the risk register, and notify stakeholders that the CCB policy will prevent project change requests.
- B. Request a special procedure for the project so that the team can push change requests assuming CCB approval.
- C. Outsource the project to an external company not bound by the CCB policy to allow for a more streamlined change process.
- D. Plan the project so that any task can be delayed without affecting the critical path.

23. 一家公司具有一项变更控制委员会（CCB）政策，规定其每月举行一次会议来评估和审查变更请求。一个项目正在执行过程中，由于时间表和目标较为激进，需要更快的响应时间。项目经理应该怎么做？

- A. 更新风险登记册，并通知相关方，CCB 政策会阻止项目变更请求。
- B. 为该项目申请一个特殊程序，以便团队可以在假设 CCB 批准的情况下推动变更请求。
- C. 将该项目外包给一家不受 CCB 政策约束的外部公司，以便简化变更过程。
- D. 对项目进行规划，以便可以在不影响关键路径的情况下延迟任何任务。

24. To keep up with new technologies and manage stakeholders, the project manager wants to use social media as part of project communications. What should the project manager do?

- A. Add it as a security issue.
- B. Restrict user usage to follow team ground rules.
- C. Include it in the communications management plan.
- D. Allow open access to project information.

24. 为了跟上新技术和管理相关方，项目经理希望将社交媒体作为项目沟通的组成部分。项目经理应该怎么做？

- A. 将其添加为一个安全问题
- B. 限制用户使用，以遵循团队基本规则
- C. 将其包含在沟通管理计划中
- D. 允许公开访问项目信息

25. A project sponsor creating a project charter requires cost estimates for include work. Since many similar projects have already been completed by the organization, the sponsor asks the project manager for help.

What should the project manager use to create appropriate estimates?

- A. Rough order of magnitude (ROM)
- B. Bottom-up estimating
- C. Analogous estimating
- D. Expert judgment

25. 创建项目章程的项目发起人需要已包含工作的成本估算。由于组织已经完成许多类似的项目，发起人寻求项目经理的帮助。项目经理应该使用什么来创建适合的估算？

- A. 粗略量级估算（ROM）
- B. 自下而上估算
- C. 类比估算
- D. 专家判断

26. During an event to celebrate successful project completion, the project team enjoys interacting and exchanging project execution stories. What stage of the Tuckman ladder does this describe?

- A. Storming
- B. Adjourning
- C. Performing
- D. Norming

26. 在庆祝成功完成项目的活动中，项目团队喜欢互动和交流项目执行的故事。这描述的是塔克曼阶梯的什么阶段？

- A. 震荡阶段
- B. 解散阶段
- C. 成熟阶段
- D. 规范阶段

27. A key stakeholder threatens to sue an IT contractor because critical functionality fails as expected. The contractor believes that they fulfilled the contract as agreed. What document should the project manager review before taking action?

- A. Quality management plan
- B. Requirements traceability matrix
- C. Project scope statement
- D. Acceptance criteria

27. 一位关键相关方威胁起诉一个 IT 承包商，因为关键功能无法按预期执行。承包商认为他们已经按约定履行了合同。在采取行动之前，项目经理应该审查哪些文件？

- A. 质量管理计划
- B. 需求跟踪矩阵
- C. 项目范围说明书
- D. 验收标准

28. The client files for bankruptcy, and the project is closed prior to completion. What should the project manager include first in the final project report?

- A. Lessons learned
- B. The documented transfer of unfinished deliverables to an operations group
- C Project performance reports
- D. The cause of project termination

28. 客户申请破产，项目在完工前结束。项目经理应首先在最终项目报告中包含什么文件？

- A. 经验教训
- B. 将未完成的可交付成果文件转移给运营小组
- C. 项目绩效报告
- D. 项目终止原因

29. A project manager discovers that some deliverables fall to meet agreed-upon quality standards. What can be used to avoid this in the future?

- A. Flowcharts
- B. Quality checklists
- C. Quality management and controls
- D. Cause-and-effect diagrams

29. 项目经理发现一些可交付成果未能达到约定的质量标准，若要在将来避免发生这个问题，可以使用以下哪一项？

- A. 流程图
- B. 质量核对单
- C. 质量管理和控制
- D. 因果图

30. During project execution, a project manager evaluates a customer request to add more quality checks. Since some product defects were detected in preliminary tests, the product manager agrees. However, the Project team is unconvinced that this will help to achieve project goals. What should the project manager do to assure quality?

- A. Modify the scope management plan
- B. Analyze work performance information
- C. Use the basic quality tools
- D. Update the quality management plan

30. 在项目执行过程中，项目经理评估客户添加更多质量检查请求。由于在初步测试中发现了一些产品缺陷，产品经理对此表示赞同。然而，项目团队却不认为这将有助于实现项目目标。为确保质量，项目经理应怎么做。

- A. 修订范围管理计划。
- B. 分析工作绩效信息。
- C. 使用基本质量工具。
- D. 更新质量管理计划。

31. A project manager leads a complex project with stakeholders located in several countries.

The project manager learns that a senior manager asked a team member for project information.

What should the project manager do next?

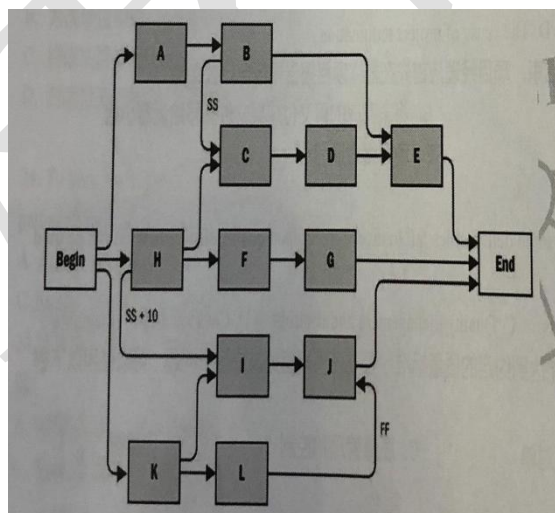
- A. Refer to the stakeholder register.
- B. Review the project management information system (PMIS).
- C. Invite the senior manager to the next project meeting.
- D. Review the communications management plan.

31. 一位项目经理负责领导一个复杂项目，该项目的相关方位于若干个国家。项目经理得知一位高级经理向某个项目团队成员询问项目信息。项目经理下一步应该怎么做？

- A. 查阅相关方登记册
- B. 审查项目管理信息系统（PMIS）
- C. 邀请该高级经理参加下一次项目会议
- D. 审查沟通管理计划

32. A project manager learns that, due to supplier delays, task I should start 10 days after the start of task H. The project manager produces a network diagram where each task has a three-day duration, and re-evaluates the critical path. What is the new critical path?

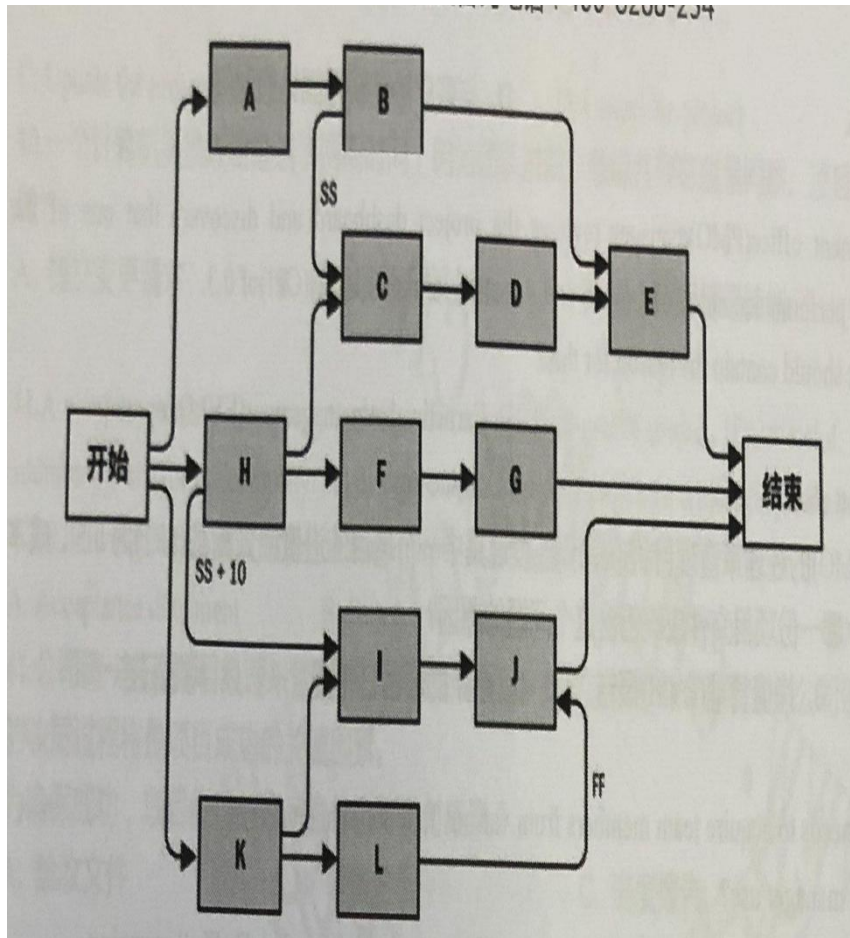
- A. H-I-J
- B. A-B-C-D-E
- C. H-F-G
- D. H-C-D-E



32. 项目经理得知，由于供应商的延误，任务 I 应该在任务 H 开始 10 天后开始。项目经理生成一个网络图，其中每个任务有三天的持续时间，并重新评估关键路径。

新的关键路径是什么？

- A. H-I-J
- B. A-B-C-D-E
- C. H-F-G
- D. H-C-D-E



33. To reduce a project's cost of quality (COQ) and to increase the chance of customer product acceptances quality audit is needed. What is required for a quality audit?

- A. Quality management plan and quality metrics
- B. Process analysis
- C. Quality management plan and quality checklists
- D. Process decision program chart (PDPC)

33. 为了降低项目的质量成本（COQ）并增加验收产品的几率，需要进行质量审计。质量审计需要什么？

- A. 质量管理计划和质量测量指标
- B. 过程分析
- C. 质量管理计划和质量核对单
- D. 过程决策程序平图（PDPC）

34. While preparing for a project management plan presentation, some department management managers express uncertainty about the plan's direction and scope. What should the project manager do?

- A. Update the project risk register and ensure that the project stays on plan.

- B. Perform a stakeholder analysis to obtain consensus on the plan.
- C. Seek support from the project sponsor for project plan approval.
- D. Initiate a change request to update the project scope to meet stakeholder expectations.

34. 在准备演示项目管理计划时，一些部门经理对该计划的方向和范围表示不确定，项目经理应该怎么做？

- A. 更新项目风险登记册并确保项目按计划进行。
- B. 执行相关方分析以获得对该计划的共识。
- C. 寻求项目发起人对批准项目计划的支持。
- D. 提出变更请求，更新项目范围，以满足相关方的期望。

35. A work product is nearly due for release. The project manager and team know that the work product features fail to meet the requirements The client has committed to making a fully functional product available on the planned date. What should the project manager do after documenting this?

- A. Fix it during user acceptance testing
- B. Obtain additional resource expertise
- C. Inform the customer and sponsor
- D. Negotiate with the customer for additional time

35. 一件工作产品即将到发布期限，项目经理和团队得知该工作产品的功能不能满足要求。客户已经承诺在计划日期提供功能齐全的产品。

在记录这个问题后，项目经理应该怎么做？

- A. 在用户验收测试期间解决该问题
- B. 获得额外的资源专业知识
- C. 通知客户和发起人
- D. 与客户协商获得额外的时间

36. A project management office (PMO) manager reviews the project dashboard and discovers that one of the projects has a schedule performance index (SPI) of 0.5 and a cost performance index (CPI) of 0.3.

What project document should contain the reason for this?

- A. Actual cost report
- B. Earned value management (EVW) report
- C. Updated project Gantt chart
- D. Issue log

36. 项目管理办公室（PMO）的经理审查项目状态指示图，发现其中一个项目的进度绩效指数（SPI）为 0.5，成本绩效指数（CPI）为 0.3。哪一份项目文件应该包含这个问题的原

因？

- A. 实际成本报告
- B. 挣值管理（EVM）报告
- C. 更新的项目甘特图
- D. 问题日志

37. A project manager needs to acquire team members from various functional managers.

- A. Resource calendars
- B. Negotiation
- C. Acquisition
- D. Skill mapping

37. 项目经理需要从不同职能经理处招募团队成员，项目经理应使用什么？

- A. 资源日历
- B. 协商
- C. 募集
- D. 技能图

38. A project manager is confronted by a steering committee composed of two joint venture partners with opposing priorities. One partner wants a tighter schedule, the second partner wants superior quality and will accept a longer schedule. What should the project manager do to address this conflict?

- A. Incorporate the conflict as a risk in the risk management plan
- B. Update the issue log and monitor the resolution of the conflict
- C. Initiate a new scope definition and negotiate with all project stakeholders
- D. Include the issue in the quality management plan

38. 项目经理面对一个由两个合资企业组成的指导委员会，他们拥有对立的优先级。一个伙伴希望加快进度；而第二个合作伙伴想要高质量，并且愿意接受更长时间的进度。若要解决这个冲突，项目经理应该怎么做？

- A. 将该冲突作为一项风险纳入风险管理计划中
- B. 更新问题日志并监督该冲突的解决方案
- C. 启动一个新的范围定义，并与所有项目相关方进行协商
- D. 将该问题包含在质量管理计划中

39. A Project manager receives an update from a manufacturing vendor that a necessary equipment repair could result in an eight-week delay of their deliverable. What should the project manager do?

- A. Determine the critical path
- B. Implement the communications management plan.
- C. Conduct a what-if scenario analysis.
- D. Crash the project schedule

39. 项目经理从制造商那里收到一个更新信息，说一个必要的设备修理可能会导致他们的可交付成果迟八周时间。项目经理应该怎么做？

- A. 确定关键路径
- B. 实施沟通管理计划
- C. 执行假设情景分析
- D. 对项目进度赶工

40. A computer replacement project is delayed by two weeks because the team discovered quality issues with some components. What should the project manager do next?

- A. Submit a change request
- B. Reschedule the project
- C. Update the project management plan
- D. Cancel the project

40. 一个计算机更换项目延迟了两周时间，因为团队发现一些组件存在质量问题。项目经理下一步应该怎么做？

- A. 提交变更请求
- B. 重定项目进度计划
- C. 更新项目管理计划
- D. 取消项目

41. A company hires a new project manager for a small, high-profile project. If successful, this project will lead to additional work for the company. An effective closeout process will be a critical factor for success. What deliverable must the project manager produce to ensure success?

- A. Acceptance document
- B. Reserve analysis
- C. Schedule reports
- D. Procurement audits

41. 公司请一名新项目经理来管理一个小型高端项目。如果这个项目成功，将会为公司带来额外的工作。有效的收尾过程将是项目成功的关键因素。

为确保成功，项目经理必须产生什么可交付成果？

- A. 验收文件
- B. 储备分析
- C. 进度报告
- D. 采购审计

42. During design discussions with the customer, a required functionality is identified as obsolete. The customer's project manager agrees that it can be removed from the project scope. What should the project manager do next?

- A. Remove the item from the project scope
- B. Follow the formal change management process
- C. Review the change with the project sponsor
- D. Modify the critical path

42. 在与客户进行设计讨论期间，一个所需的功能被认定为过时。客户的项目经理同意可以将其从项目范围中删除。项目经理下一步应该怎么做？

- A. 从项目范围中删除这一项
- B. 遵循正式的变更管理过程
- C. 与项目发起人一起审查变更
- D. 修改关键路径

43. A project manager completes plans for a project and submits all documents for approval. No time is allocated for delays in approvals. What should the project manager have done to address this potential risk?

- A. Selected a risk owner and incorporated owner-identified actions into the planning documents
- B. Shared this potential risk information with the project stakeholders to accelerate approvals
- C. Planned specific actions, including primary and backup strategies, and chosen a risk owner
- D. Started the project in advance to avoid impacting the schedule

43. 项目经理完成项目计划并提交所有文件以供审批，没有分配延迟审批的时间。若要解决这个潜在风险，项目经理应该事先做什么？

- A. 选择一名风险责任人并将该责任人确定的行动纳入计划文件中
- B. 与项目相关方分享这个潜在风险信息，以加快审批
- C. 计划具体的行动，包括主要和备用策略，并选择一名风险责任人
- D. 提前启动项目，以避免影响进度

44. Project team members are used to performing changes outside of the established change control process. In a team meeting, another change request was issued to the company board of directors.

What should the project manager do?

- A. Accept the change request and continue to manage the project to meet its requirements and schedule
- B. Notify the requester that the change should be handled through the change control process
- C. Conduct a team-building session and hope that the team gets back on track after all the changes
- D. Ask the project sponsor for details about changes and project performance

44. 项目团队成员习惯于在制定好的变更控制过程之外进行变更。在一次团队会议上，向公司董事会发出另一个变更请求。项目经理应该怎么做？

- A. 接受该变更请求，并继续管理项目以满足其要求和进度计划
- B. 通知请求者应该通过变更控制过程来处理变更

- C. 召开一次团队建设会议，希望团队在所有变更之后重新走向正轨
- D. 向项目发起人询问有关变更和项目绩效的详细信息

45. Project deliverables have been handed over to the customer. The project manager must now collect feedback from project participants. To what document should the project manager refer to determine who should be included in the request for feedback?

- A. Stakeholder register
- B. communications management plan
- C. Lessons learned
- D. Project resource management plan

45. 项目可交付成果已移交给客户，项目经理现在必须收集项目参与者的反馈意见。项目经理应该查阅哪份文件来确定哪些人应该被包含进请求反馈意见的名单中？

- A. 相关方登记册
- B. 沟通管理计划
- C. 经验教训
- D. 项目资源管理计划

46. During a status meeting, one of the client's employees asks the project manager for a new product feature. The project manager is unsure who has the authority to approve this request.

To what document should the project manager first refer?

- A. Change log
- B. Change management plan
- C. Responsible, accountable, consult, and inform (RACI) matrix
- D. Organizational process assets

46. 在一次状态会议上，客户的一名员工要求项目经理提供新的产品功能。项目经理不确定谁有权批准请求。

项目经理首先应该查阅哪份文件？

- A. 变更日志
- B. 变更管理计划
- C. 执行，负责，咨询和知情（RACI）矩阵
- D. 组织过程资产

47. A newly appointed project manager learns that stakeholders are concerned about identified project issues and risks. They are dissatisfied that for over a month no communications have been received.

What should the new project manager do?

- A. Implement the existing communications management and stakeholder management plans.

B. Update the communications management and stakeholder management plans and provide immediate communication regarding the issues and risks to the stakeholders.

C. Meet with stakeholders to determine the frequency required for communications, then immediately provide them with information regarding the issues and risks.

D. Meet with the key stakeholders then update the communications management and stakeholder management plans.

47. 新任命的项目经理获悉，相关方对已识别到的项目问题和风险非常担心，他们一个多月没有收到任何沟通表示不满。项目经理应该怎么做？

- A. 实施现有沟通管理计划和相关方参与计划
- B. 更新沟通管理计划和相关方参与计划，并立即向相关方提供有关问题和风险的信息
- C. 与相关方开会以确定沟通所需的频率，然后立即向他们提供有关这些问题和风险的信息
- D. 与关键相关方开会，然后更新沟通管理计划和相关方参与计划

48. During project closure, the project manager learns that they must quickly join a higher-priority project well bring the company US\$2 million in incremental value if started immediately. What should the project manager do?

- A. Close out all risks and move on to the new project
- B. Delegate the remaining tasks to an alternate resource
- C. Ensure that all relevant project documents are archived
- D. Perform perfect benchmarking

48. 在项目收尾过程中，项目经理得知他们必须快速加入一个更高优先级的项目。如果立即启动项目，这个新项目将为公司带来 200 万美元的增量价值。项目经理应该怎么做？

- A. 关闭所有风险并转到新项目
- B. 将剩余任务委托给替代资源
- C. 确保所有相关项目文件均已存档
- D. 执行项目标杆对照

49. During a monthly project status meeting, the project manager learns that the local government announced funding that could affect the Project. What should the project manager do next?

- A. Put the project on hold, as the funding may extend or enhance the project deliverables.
- B. Update the risk register with this information and add it to the agenda for discussion at the next risk meeting.

C. Inform the prefect sponsor of the new opportunity and initiate a change request.

D. Appoint a team member to request more information about the funding and what steps are needed to quality.

49. 在月度项目状态会上，项目经理得知当地政府所宣称的资金可能影响项目。项目经理下一步应该怎么做？

A. 暂停项目，因为资金可能会延期或增强项目可交付成果

B. 将这些信息更新到风险登记册中，并将其添加到下次风险会议的讨论议程中

C. 向项目发起人通知这个新机会，并提出一项变更请求

D. 指定一名团队成员请求获得关于该资金的详细信息，以及需要采取哪些步骤才能获得资格

50. A project manager assumes a project during its planning phase. The project manager must quickly identify which stakeholders require the most attention. Where can the project manager find this information?

A. Stakeholder management plan

B. Stakeholder register

C. Responsible accountable, consult and inform (RAC) chart

D. Issue log

50. 项目经理负责管理一个项目，该项目正处于规划阶段。项目经理必须快速识别哪些项目相关方需要最多关注。项目经理可以从哪里找到这个信息？

A. 相关方参与计划

B. 相关方登记册

C. 执行，负责，咨询和知情（RACI）矩阵

D. 问题日志

51. A company plans to deliver a new product that requires currently unavailable skills, On what should the project manager focus to initiate this project?

A. Detailed project requirements

B. Quality control

C. Assessment of high-level risks

D. Competitor analysis

51. 一家公司计划交付一种新产品，但目前无法获得需要的技能。若要启动这个项目，项目经理应该把重点放在哪里？

A. 详细的项目需求

B. 质量控制

C. 高层级风险的评估

D. 竞争对手分析

52. A project involving team members located globally results in many differing opinions. A new project manager increases productivity by successfully facilitating team collaboration and problem solving.

What tool or technique did the project manager use?

A. Conflict management

B. Communication models

C. Group decision-making techniques

D. Virtual teams

52. 一个项目涉及位于全球各地的团队成员，产生了许多不同意见。新项目经理通过成功促进团队和问题解决提高生产力。项目经理使用的是什么工具或技术？

A. 冲突管理

B. 沟通模型

C. 群体决策技术

D. 虚拟技术

53. When planning a kick-off meeting, what should a project manager do to address stakeholder expectations?

A. Clarify business requirements

B. Determine project communication channels.

C. Review lessons learned from similar projects.

D. List activities to generate key deliverables.

53. 在规划项目开工大会时，项目经理应该如何处理干系人的期望？

A. 澄清业务需求

B. 确定项目沟通渠道

C. 审查类似项目的经验教训

D. 列出产生主要可交付成果的活动

54. A specialized resource is contracted for a project. Upon review of the project scope, the project manager and the contractor determine that the procurement group should have selected a time and material (T&M), rather than a firm fixed price (FFP) contract. What should the project manager do?

A. Inform the contractor that the contract cannot be changed since it is a binding and legal document.

B. Seek approval of a change request to amend the contract

C. Perform a variance analysis as part of the Control Costs process

D. Wait for the procurement group to initiate a contract change

54. 项目合同规定了专业资源。在审查项目范围时，项目经理和承包商确定采购小组应选择工料合同（T&M），而不是固定总价（FFP）合同。项目经理应该怎么做？

- A. 通知承包商合同不能变更，因为合同是具有约束力的法律文件
- B. 寻求批准变更请求，修改合同
- C. 执行偏差分析，作为控制成本过程的组成部分
- D. 等待采购小组提出合同变更

55. A project manager is ready to close the fourth phase of a project, but one stakeholder refuses to move forward unless an out-of-scope feature is added to the deliverable. What should the project manager do next?

- A. Initiate the change request process
- B. Add the feature
- C. Review the stakeholder register
- D. Meet with the project stakeholders

55. 项目经理准备收尾一个项目的第四阶段，但是一位相关方拒绝向前推进项目，除非在可交付成果中增加一个范围之外的功能。项目经理下一步应该怎么做？

- A. 开始变更请求过程
- B. 增加该功能
- C. 审查相关方登记册
- D. 与项目相关方会面

56. An experienced subject matter expert (SME) is very good at their work, but lacks the communication skills to share their ideas with the rest of the team. This creates a communication gap and delays tasks.

What should the project manager do?

- A. Ensure that project meetings provide important information, both positive and negative, for discussion.
- B. Meet with the SME to obtain important information then communicate in to the rest of the team.
- C. Send the SME to a communications course to improve their skills and help positively support
- D. Look for another experienced resource that is better able to communicate their ideas to the team.

56. 一位经验丰富的主题专家（SME）非常擅长其工作，但缺乏与其他团队成员分享其想法的沟通技能，这造成了沟通落差，延误任务。项目经理应该怎么做？

- A. 确保项目会议提供重要的信息，包括正面和负面的信息，可用于讨论
- B. 与该主题专家会面，以获得重要信息，然后传达给团队的其他成员
- C. 安排该主题专家参与沟通课程来提高其技能，有助于积极的支持团队

D. 寻找能够更好地将其想法传达给团队的另一位经验丰富的资源

57. A project manager completes a major IT deployment project. The project manager confirms with the release manager that all systems are working and that functionality has been verified by the quality assurance team.

After informing the customer, what should the project manager do next?

- A. Update the organization knowledge base with the lessons learned.
- B. Update the risk register, project stakeholders, and project team members.
- C. Close out the procurement plan.
- D. Verify and complete the release documentation.

57. 项目经理完成了一个重要的 IT 部署项目。项目经理与发布经理确认，所有系统都在正常运行，并且质量保证团队已经验证了这些功能。通知客户之后，项目经理下一步应该怎么做？

- A. 将经验教训更新到组织知识库中
- B. 更新风险登记册、项目相关方和项目团队成员
- C. 关闭采购计划
- D. 确认并完成发布文档

58. A project manager receives a request to send out status reports to additional stakeholders.

What should the project manager update?

- A. Project charter
- B. Change log
- C. Communications management plan
- D. Stakeholder management plan

58. 项目经理收到一个请求，向额外的项目相关方发送状态报告。项目经理应更新哪一份文件？

- A. 项目章程
- B. 变更日志
- C. 沟通管理计划
- D. 相关方参与计划

59. A project has been contracted to a vendor who declares bankruptcy. The project manager follows the approved action, but a stakeholder questions if the action is appropriate. What should the project manager share with the stakeholder?

- A. Risk register
- B. Risk urgency assessment
- C. Impact analysis
- D. Qualitative analysis

59. 一个项目已经分包给宣布破产的供应商，项目经理遵循批准的行动，但是一名项目

干系人质疑该行动是否适当。项目经理应该向该项目干系人分享什么文件？

- A. 风险登记册
- B. 风险紧迫性评估
- C. 影响分析
- D. 定性分析

60. A project has been executed on time, and the project manager must now ensure that the deliverables conform to quality standards for customer acceptance. What tool or technique should the project manager use?

- A. Control chart
- B. Scatter diagram
- C. Pareto diagram
- D. Histogram

60. 项目已按时执行，项目经理现在必须确保可交付成果符合客户验收的质量标准。项目经理应使用什么工具或技术？

- A. 控制图
- B. 散点图
- C. 帕累托图
- D. 直方图

61. During the execution of a submarine modernization project, the customer demands the installation of a new periscope. What must the project manager do?

- A. Check the feasibility, prepare the budget, and obtain change request approval
- B. Conduct the Perform Integrated Change Control process, obtain budget approval and execute the change, request.
- C. Prepare a change request obtain approval from the change control board (CCB), and implement the change.
- D. Check the feasibility, prepare a quote and the budget, and obtain customer approval.

61. 在执行一个潜艇现代化项目期间，客户要求安装新的潜望镜。项目经理必须怎么做？

- A. 检查可行性，准备预算，并获得变更请求批准
- B. 执行实施整体变更控制过程，获得预算批准，并执行变更请求
- C. 准备变更请求，获得变更控制委员会（CCB）的批准，并实施变更
- D. 检查可行性，准备报价和预算，并获得客户的批准

62. During scheduling, a project manager identifies that the technical analysis required for the project are limited in number and often not readily available. To compensate for this, the project manager adds three weeks to the schedule. What tool or technique did the project manager use to adjust the schedule?

- A. Resource optimization
- B. Scheduling tool
- C. Leads and lags
- D. Critical road method

62. 项目经理在规划进度期间注意到，项目所需的技术分析人员数量有限，并且常常不可用。为了弥补这一点，项目经理在进度计划中延长了三周时间。项目经理使用的是什么工具或技术来调整进度计划？

- A. 资源优化
- B. 进度计划工具
- C. 提前量和滞后量
- D. 关键路径法

63. A project manager has completed gathering requirements from stakeholders and must present the project schedule in the upcoming steering committee meeting. What should the project manager do before developing the project schedule?

- A. Create the work breakdown structure (BS)
- B. Perform a risk analysis
- C. Estimate the project cost
- D. Define activities

63. 项目经理已经完成了收集干系人的需求工作，并且必须在即将召开的指导委员会会议提交项目进度计划。在制定项目进度计划之前，项目经理应该做什么？

- A. 创建工作分解结构（WBS）
- B. 执行风险分析
- C. 估算项目成本
- D. 定义活动

64. A project is unable to proceed because of an issue with the final product. What tool or technique should the project manager use to promptly resolve (this issue)?

- A. Flow chart
- B. Histogram
- C. Ishikawa diagram
- D. Pareto diagram

64. 由于最终产品的一个问题，项目无法继续进行。项目经理应该使用什么工具或技术来立即解决这个问题？

- A. 流程图
- B. 直方图
- C. 石川图
- D. 帕累托图

65. During project execution, a stakeholder asks a team member to perform an urgent task unrelated to the project. The team member accepts the request, which causes a delay in their project-related activities. The project manager learns of following a status report meeting. What should the project manager do?

- A. Ask the team member to work overtime to recover the time lost
- B. Inform the stakeholders that the planned delivery date cannot be met

- C. Reinforce the importance of following the communications management plan
- D. Suggest replanning project activities

65. 在项目执行过程中，一位相关方要求一名团队成员执行与项目无关的紧急任务。这名团队成员接受该请求，导致项目相关活动延迟。项目经理是在一次状态报告会上得知这一情况。项目经理应该怎么做？

- A. 要求该团队成员加班工作弥补损失的时间
- B. 通知相关方无法满足计划的交付日期
- C. 强调遵循沟通管理计划的重要性
- D. 建议重新规划项目活动

66. During the testing phase of a US\$2 million project, the team discovers several defects. Since deadlines are tight, team members acknowledge that they may be unable to fix all of the defects.

What tool or technique should the project manager use to identify where efforts should be concentrated?

- A. Pareto diagram
- B. Matrix diagram
- C. Scatter diagram
- D. Expert judgement

66. 在一价值 200 万美元项目的测试阶段，团队发现了一些缺陷。由于截止日期很紧，团队成员承认他们可能无法修复所有缺陷。若要确定应集中哪些工作，项目经理应该使用什么工具或技术？

- A. 帕累托图
- B. 矩阵图
- C. 散点图
- D. 专家判断

67. During a project's risk assessment meeting, the probability of one of the items on the watch list occurring drastically, what should the project manager update first?

- A. Risk management plan
- B. Risk register
- C. Assumptions log
- D. Risk response plan

67. 在项目的风险评估会议上，观察清单中的一个风险项发生概率急剧增加。项目经理应首先更新哪一项内容？

- A. 风险管理计划
- B. 风险登记册
- C. 假设日志
- D. 风险应对计划

68. A new project manager joins an ongoing project. During the knowledge transfer sessions.

The project manager realizes that the business requirements are unclear and differ from the former project manager's understanding. What should the project manager do to establish a starting point before resuming project activities?

- A. Review the requirements management plan, stakeholder register, and functional requirements
- B. Read the project management plan, project charter, and business documents.
- C. Refer to the work breakdown structure (WBS), scope, schedule, and quality planning documents
- D. Review the requirements traceability matrix, stakeholder management plan, and acceptance Criteria

68. 一位新的项目经理加入一个正在进行的项目。在知识转移会议上，项目经理意识到业务需求不明确，与前项目经理的理解不同。在继续项目活动之前，项目经理应该做什么来确定起点？

- A. 审查需求管理计划，相关方登记册和功能需求
- B. 阅读项目管理计划、项目章程和商业文件
- C. 查阅工作分解结构（WBS）、范围、进度计划和质量规划文件
- D. 审查需求跟踪矩阵、相关方管理计划和验收标准

69. An organization wants to pursue a web development project. Following discussions with stakeholders, the sales team decides that Investing in a different channel will generate more revenue.

What tool or technique was used in making this decision

- A. Expert judgment
- B. cost-benefit analysis
- C. Interviews
- D. Brainstorming

69. 一家组织希望开展一个网络开发项目。在与相关方讨论之后，销售团队决定在不同渠道投资，将会产生更多收入。这是使用什么工具或技术来做出这个决定？

- A. 专家判断
- B. 成本效益分析
- C. 访谈
- D. 头脑风暴

70. After receiving approval of the project management plan, a project manager learns that there is a potential issue with the project's working environment. What document should the project manager review?

- A. Project charter
- B. Quality management plan
- C. Stakeholder management plan
- D. Organizational process assets

70. 在项目管理计划获得批准后，项目经理得知该项目的工作环境存在潜在问题。项目经理应该审查哪份文件？

- A. 项目章程
- B. 质量管理计划
- C. 相关方管理计划
- D. 组织过程资产

71. Where an activity on the critical path is being executed, the functional lead removes two project resources involved in this activity to support the resolution of a contingency situation. What should the project manager do?

- A. Implement the contingency plan.
- B. Fast track the critical path
- C. Negotiate with the functional manager to allocate replacement resources
- D. Escalate the issue to the functional manager's boss

71. 在执行关键路径上的一项活动时，职能主管将涉及这个活动的两个项目资源调去支持解决某个应急情况，项目经理应该怎么做？

- A. 实施应急计划
- B. 快速跟进关键路径
- C. 与职能经理协商分配替代资源
- D. 将该问题升级上报给该职能经理的上级

72. Due to scope changes during project execution, the project manager identifies that a provider must make changes to a product module already in use. What should the project manager do first?

- A. Prepare a change requests to update contract terms with the provider.
- B. Check the procurement management plan and the contract terms
- C. Update the risk register and issue log with this information
- D. Negotiate directly with the provider to reach an agreement

72. 由于项目执行期间的范围变更，项目经理确定供应商必须对一个已在使用的产品模块进行更改。项目经理首先做什么？

- A. 准备一份变更请求，以更新供应商的合同条款
- B. 检查采购管理计划和合同条款

- C. 将该信息更新到风险登记册和问题日志
- D. 直接与供应商谈达成协议

73. A project team consistently misses deliverables. What should the project manager do first to resolve this problem?

- A. Gather information about activities and tasks performed by the team.
- B. Delegate work to senior team members to act as leads.
- C. Divide work into equal parts for all team members.
- D. Provide training so that team members can handle additional work.

73. 项目团队经常遗漏可交付成果。若要解决这个问题，项目经理首先应该怎么做？

- A. 收集由团队执行的活动和任务的相关信息。
- B. 将工作委托给高级团队成员，让其担任主管。
- C. 将所有队员成员的工作分成相等的部分。
- D. 提供培训，以便团队成员可以处理额外的工作。

74. A project manager has a project that is constantly facing challenges. The sponsor is regularly unavailable to make decisions, there are massive budget overruns, team members are constantly leaving the project, and there is no practical support provided by senior management. What should the project manager do?

- A. Meet with the team to identify what is causing the problems, and escalate it to the steering committee.
- B. Meet with key stakeholders to determine if the project should be terminated.
- C. Replace team members who have left with new resources to complete the agreed-upon scope.
- D. Reduce the project scope to allow the remaining team members the ability to complete the project.

74. 项目经理管理的一个项目不断面临挑战。发起人经常无法做出决定，存在大量预算超支，团队成员不断从项目离职，高级管理层没有提供实际的支持。项目经理应该怎么做？

- A. 与团队一起开会，以确定造成这些问题的原因，并将其升级上报给指导委员会。
- B. 与关键相关方开会，以确定是否应该终止项目。
- C. 用新资源替换离职的团队成员来完成约定的范围。
- D. 减少项目范围，让剩下的团队成员有能力完成项目。

75. During a monthly status report meeting, the sponsor asks the project manager questions about deliverables and budget restraints that were already answered and clarified in the weekly written report. The project manager believes that the sponsor is not reading the e-mail with the weekly report attached. What should the project manager do?

- A. Ask a designer to make the weekly report more graphic and interesting.
- B. Stop writing and sending the weekly prefect report, since the sponsor is not reading it.
- C. Discuss the communication preferences with sponsors.
- D. Print out the weekly report and leave it on the sponsor's desk.

75. 在月度状态报告会上，发起人向项目经理询问有关可交付成果和预算制约因素的问题，而这些问题已经在每周的书面报告中进行了回答和澄清。项目经理认为发起人并没有阅读附有每周报告的电子邮件。

项目经理应该怎么做？

- A. 请设计师将每周报告设计得更生动有趣。
- B. 停止编写和发送每周项目报告，因为发起人没有阅读。
- C. 与发起人讨论沟通偏好。
- D. 将每周报告打印出来并放在发起人的桌子上。

76. As a result of noncompliance with a contract clause, a delay in the project could occur. What should the project manager do next?

- A. Update the risk register, and execute a new risk response.
- B. Update the schedule, readjust the cost estimate, and inform the sponsor.
- C. Consult with the legal department, propose a new mitigation action, and update the project Schedule.
- D. Update the risk management plan, initiate a change request for the schedule, and inform the Client.

76. 由于未遵守一条合同条款，可能导致项目延期。项目经理下一步应该怎么做？

- A. 更新风险登记册，并执行新的风险应对
- B. 更新进度计划，更新调整成本估算，并通知发起人
- C. 咨询法律部门，提出新的减轻措施，并更新项目进度计划
- D. 更新风险管理计划，对进度计划提出变更请求，并通知客户

77. A project manager is comparing industry-based indices with the project budget. The

project manager notices that the total project budget is lower than estimates from similar projects.

What should the project manager do?

- A. Update the risk register.
- B. Reconcile the funding limitations.
- C. Conduct a reserve analysis.
- D. Ask for expert judgment.

77. 项目经理正在对比项目预算与行业指数，项目经理注意到项目总预算低于类似项目的估算。项目经理应该怎么做？

- A. 更新风险登记册
- B. 调节资金限制
- C. 执行储备分析
- D. 请求专家判断

78. A project's cost performance index (CPI) is 1.2, and a deliverable on the critical path is behind schedule. If the project manager brings the project back on track, what will happen to the project?

- A. Activities will be performed in parallel.
- B. The scope will be revised.
- C. Costs and risks will increase.
- D. Rework will result.

78. 一个项目的绩效指数（CPI）为 1.2，且关键路径上的一个可交付成果落后于进度。如果项目经理将项目回正轨，项目会发生什么情况？

- A. 活动将并行执行
- B. 范围将被修改
- C. 成本和风险将会增加
- D. 将导致返工

79. A company initiates a project to improve customer satisfaction by the end of next quarter.

What should the project manager do to identify best practices?

- A. Use benchmarking.
- B. Organize focus groups.
- C. Arrange a facilitated workshop.
- D. Create an affinity diagram.

79. 一家公司启动一个项目，旨在下一季度结束前提高客户满意度。项目经理应该如何确定最佳实践？

- A. 使用标杆对照
- B. 组织焦点小组会议。
- C. 安排一次引导式研讨会。
- D. 创建一份亲和图。

80. During the production of a new product, it is identified that two data points of a process are above the upper control limit. Since this process is a dependency of other activities in the project management plan, performance of the overall project could be impacted not properly controlled. What should the project manager do next?

- A. Benchmark this process to others of similar products to improve performance.

B. Use the design of experiments (DOE) method to identify the root cause of these deviations.

C. Create an Ishikawa diagram to determine the root cause of these problems.

D. Review the mandatory dependencies of this process to assess the impact on the project.

80. 在生产某个产品时，确定某个过程的两个数点超出控制界限上限。由于这个过程是项目管理计划中其活动的依赖，所以如果没有得到适当控制，整个项目的绩效都将会受到影响。项目经理下一步应该怎么做？

A. 将这个过程与其他类似产品的过程进行标杆对照，以提高绩效。

B. 使用实验设计（DOE）方法来确定这些偏差的根本原因。

C. 创建石川图来确定这些问题的根本原因。

D. 审查这一过程的强制性依赖关系，以评估对项目的影响。

81. A project is initiated based on the approved scope. During implementation of the project design, a team member states that the product will not meet the requirements in a particular scenario. Fixing the issue will increase the scope and costs, and the project will miss the deadline. The project sponsors do not have additional funding to support the project. What should the project manager do?

A. Perform a risk analysis and update the project sponsor.

B. Conduct the Perform Integrated Change Control process.

C. Correct the issue to satisfy the customer.

D. Inform the customer and negotiate for risk acceptance.

81. 已根据批准的范围启动一个项目。在实施项目设计过程中，一位团队成员表示该产品在特定情景下不能满足需求。解决这个问题将增加范围和成本，且项目将错过最后期限。项目发起人不提供额外的资金来支持这个项目。项目经理应该怎么做？

A. 进行风险分析并向项目发起人更新进展。

B. 执行实施整体变更控制过程

C. 纠正问题，以让客户满意。

D. 通知客户并协商接受风险。

82. A consulting claims that additional cost will be incurred because a project manager requests reports not included in the original scope. What should the project manager do?

A. Contact the sponsor and review the project scope, requirements documents, and project

management plan.

B. Accept the claim then update the scope, requirements documents, and work breakdown structure (WBS).

C. Review the procurement management plan, consulting company reports, and the contract.

D. Meet with the consulting company, negotiate the additional work to be completed, and initiate a change request.

82. 一家咨询公司主张，由于项目经理要求的报告不包含在原始范围内，所以会产生额外费用。项目经理应该怎么做？

A. 联系发起人并审查项目范围、需求文件和项目管理计划。

B. 接受该主张，然后更新范围、需求文件和工作分解结构（WBS）。

C. 审查采购管理计划，查阅公司报告和合同。

D. 与该咨询公司开会，协商需要完成的额外工作，并提出变更请求。

83. Before approving a team member's request for an urgent leave, a project manager needs to ensure that scheduled activities will not be delayed. What should the project manager first review?

A. Responsibility assignment matrix (RAM)

B. Resource calendars

C. Resource breakdown structure (RBS)

D. Project schedule

83. 在批准一位团队成员的紧急请假请求之前，项目经理需要确保计划的项目活动不会被延迟。项目经理首先应该审查哪份文件？

A. 责任分配矩阵（RAM）

B. 资源日历

C. 资源分解结构（RBS）

D. 项目进度计划

84. A project is performing with a cost performance index (CPI) of 1.25 and a schedule performance index (SPI) of 0.8. The planned value (PV) is US\$10,000 and the budget at completion (BAC) is US\$100,000.

What is the efficiency that must be maintained to complete the project according to the plan?

A. 0.728

B. 0.983

C. 1.017

D. 1.563

84. 一个正在执行的项目的成本绩效指数（CPI）为 1.25，进度绩效指数（SPI）为 0.8，计划价值（PV）为 10,000 美元，完工预算（BAC）为 100,000 美元。为了让项目按计划完

成，必须保持的效率是多少？

- A. 0.728 B. 0.983 C. 1.017 D. 1.563

85. A new project seems to have high-level risk factors and environmental constraints. A project manager undertakes the project despite warnings from other project managers.

Where should the project manager document the high-risk nature of this project?

- A. Project charter B. Stakeholder management plan
C. Issue log D. Project management plan

85. 新项目似乎具有高层级风险因素和环境制约因素。尽管其他项目经理提出了警告，一位项目经理仍然决定管理该项目。项目经理应该将项目的高风险性质记录在哪里？

- A. 项目章程 B. 相关方参与计划
C. 问题日志 D. 项目管理计划

86. A key stakeholder asks the project manager to implement a new feature that may affect the project deadlines. The project team must evaluate the impact of the request.

What should the project manager do to successfully employ the Perform Integrated Change Control process?

- A. Use the project management plan as an input.
B. Check the project charter.
C. Consider approved change requests.
D. Review the schedule and cost baselines.

86. 一名关键项目发起人要求项目经理实施一项新功能，而该功能可能影响项目的最后期限，项目团队必须评估这项请求的影响。项目经理应如何成功利用实施随整体变更控制过程？

- A. 使用项目管理计划作为输入 B. 检查项目章程
C. 考虑批准的变更请求 D. 审查进度计划和成本基准

87. A project is delayed and a change is needed to obtain the desired quality level of the deliverables. The project manager issues a formal change request and communicates the change to all stakeholders. The project manager then learns that this communications approach failed to meet stakeholders' expectations. What should the project manager do?

- A. Review the communications management and stakeholder management plans.
B. Issue a change request to include stakeholders' expectations in the project management

plan.

C. Meet with the project sponsor to better understand stakeholders' expectations.

D. Follow the communications management plan, and issue a status report.

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

A. 审查沟通管理计划和相关方参与计划。

B. 签发变更请求，在项目管理计划中包含相关方的期限。

C. 与项目发起人开会，以更好地了解相关方的期限。

D. 遵循沟通管理计划，并签发一份状态报告。

88. A project began with several identified risks. These risks changed throughout the project and the project manager must ensure that the schedule and budget remain aligned with these risks' current status.

What tool or technique should the project manager use?

A. Risk audits

B. Variance and trend analysis

C. Reserve analysis

D. Risk reassessment

88. 一个项目从开始就有几个已识别的风险，这些风险在整个项目过程中不断发生变化，项目经理必须确保进度和预算与这些风险的当前状态保持一致。

项目经理应使用什么工具或技术？

A. 风险审计

B. 偏差和趋势分析

C. 储备分析

D. 风险再评估

89. After beginning work on an approved work package, a team member learns that the project management plan was not updated. What should the team member do?

A. Issue a change request to update the project management plan.

B. Delay the work until the project manager updates the project management plan.

C. Continue the work, and ask the project manager to update the project management plan

D. Request the sponsor's permission to continue work pending the project management plan update.

89. 在开始进行一个已获批准工作包的工作之后，一名团队成员了解到项目管理计划未更新。该团队成员应该怎么做？

- A. 签发变更请求，以更新项目管理计划。
- B. 推迟工作，直到项目经理更新项目管理计划。
- C. 继续工作，并要求项目经理更新项目管理计划。
- D. 请求发起人许可在等待项目管理计划更新的同时继续工作。

90. During a project's initiating phase, the project manager reviews the lessons learned knowledge base. The project manager learns that a previous project failed due to constant scope creep. This project cannot afford additional time or budget. What should the project manager do to avoid project failure?

- A. Reject all out-of-scope change requests.
- B. Manage key stakeholders' expectations.
- C. Escalate this information to the sponsor.
- D. Include strict and formal process approval changes.

90. 在项目启动阶段，项目经理审查了经验教训知识库。项目经理得知，之前有一个项目由于不断的范围蔓延而失败，这个项目无法负担额外的时间或预算。

为避免项目失败，项目经理应该怎么做？

- A. 拒绝所有超出范围的变更请求
- B. 管理关键相关方的期望
- C. 将该信息升级上报给发起人
- D. 包含严格和正式的过程批准变更

91. A project manager is preparing the human resource management plan for a highly complex telecommunication project. Due to the rapidly changing technological environment, the project manager is unsure of the type of resources that should be assigned.

What should the project manager do first to complete the human resource management plan?

- A. Estimate the resource activity based on previous project.
- B. Execute the project using rolling wave planning.
- C. Include resource training needs in the risk management plan.
- D. Define the type of resources based on the monetary estimates.

91. 项目经理正在为一个高度复杂的电信项目制定人力资源管理计划。由于快速变化的技术环境，项目经理不确定应该分配的资源类型。

若要完成项目资源管理计划，项目经理首先应该怎么做？

- A. 根据以前的项目估算资源活动
- B. 使用滚动式规划执行项目

- C. 在风险管理计划中包含资源培训需求
- D. 根据货币估算定义资源类型

92. A company is building a system to enhance service quality for the client service team. The project manager determines that previous projects' lessons learned are unsuitable for this project.

How can the project manager gather sufficient information to prepare an economic feasibility study?

- A. Meet with the legal department to identify upcoming governmental and regulatory industrial requirements.
- B. Analyze the market, organizational and social needs, ecological requirements, and customer requests.
- C. Conduct a survey to determine the latest customer needs, the service gap among key competitors, and the market's service trends.
- D. Meet with the technology department to understand the last developments in technology, and the cost-savings opportunity provided by the new system.

92. 一家公司正在建立一个系统来提高客户服务团队的服务质量，项目经理确定过往项目的经验教训不适合这个项目。

项目经理如何收集足够的信息来准备经济可行性研究？

- A. 与法律部门会面，以识别即将出台的政府和监管行业要求。
- B. 分析市场、组织和社会需求、生态要求和客户请求。
- C. 进行调查，以确定最新的客户需求，与主要竞争对手之间的服务差距，以及市场的服务趋势。
- D. 与技术部门会面，了解技术的最新发展，以及新系统提供的成本节省机会。

93. A project manager learns that a functional manager asked a team member for a new feature.

What should the project manager do?

- A. Submit a change request to the change control board (CCB).
- B. Ask the functional manager why the feature should be added.
- C. Determine if new resources are available to add the feature.
- D. Ask them for input on if can be implemented without impacting the timeline.

93. 项目经理得知一位职能经理要求一名团队成员提供一个新功能。项目经理应该怎么做？

- A. 向变更控制委员会（CCB）提交一份变更请求。
- B. 询问职能经理为什么应该添加该功能。
- C. 确定是否有可用的新资源来添加该功能。
- D. 要求他们提供是否可以在不影响时间表的情况下实施的意见。

94. Due to a change in project scope, a new vendor is contracted. This vendor has a record of making untimely deliveries, which concerns the project manager. What should the project manager do?

- A. Immediately terminate the contract with the vendor.
- B. Ask the procurement staff to closely monitor the vendor.
- C. Initiate a random vendor inspection to verify their record.
- D. Review the statement of work (SOW) with the vendor.

94. 由于项目范围发生变化，签约了一家新的供应商。该供应商曾有不按时交付的记录，这令项目经理十分担心。项目经理应该怎么做？

- A. 立即终止与该供应商的合同。
- B. 要求采购人员密切监督该供应商。
- C. 提出一个随机的供应商检查来验证他们的记录。
- D. 与该供应商一起审查工作说明书（SOW）。

95. A critical project is approved and based on previous experience, a key stakeholder is concerned about the risk associated with it. What should the project manager do next?

- A. Update the project management plan and risk register.
- B. Analyze the project scope.
- C. Request specific input from the project sponsor on the risks.
- D. Review the high-level risks assumptions, and constraints documented in the project charter.

95. 一个关键项目已获批准，一位关键相关方根据以往的经验，担心与该项目相关的风险。项目经理下一步应该怎么做？

- A. 更新项目管理计划和风险登记册
- B. 分析项目范围

- C. 请求项目发起人就风险提出具体意见
- D. 审查项目章程中记录的高层级风险、假设条件和制约因素

96. At project closure, the project manager reviews information from previous phase closures to verify that all project work is completed. What else must the project manager do?

- A. Gather the team to recognize their efforts on the project.
- B. Inform the project sponsor that efforts on the project.
- C. Update the lessons learned in the organizational process assets-
- D. Perform a variance analysis.

96. 项目收尾时，项目经理审查上一个阶段收尾信息，以验证所有项目工作是否完成。

项目经理应该做什么？

- A. 集合团队，认可她们对项目付出的努力
- B. 通知项目发起人项目已收尾
- C. 在组织过程资产中更新经验教训
- D. 执行偏差分析

97. During project execution, a team member identifies that a new requirement was submitted by a functional manager who was not previously identified as a project stakeholder. What should the project manager do?

- A. Meet with the project sponsor to obtain feedback.
- B. Initiate the Perform Integrated Change Control process.
- C. Perform a cost-benefit analysis of the requirement.
- D. Add the functional manager to the communications management plan.

97. 在项目执行期间，一个团队成员识别出以前未被识别为项目相关方的职能经理提交了新需求。项目经理应该怎么做？

- A. 与项目发起人开会，获得反馈
- B. 启动实施整体变更控制过程
- C. 对需求执行成本效益分析
- D. 将该职能经理添加进沟通管理计划

98. After approval of a project charter, the human resource director requests additions to the project's scope. A project team member makes these additions without notifying the project manager. What should the project manager do?

- A. Discuss it with the team member.
- B. Conduct the Perform Integrated Change Control process.
- C. Seek guidance from the project sponsor.
- D. Review the scope changes with the project management office (PMO).

98. 批准项目章程之后，人力资源总监要求增加项目范围。一名项目团队成员在没有通知项目经理的情况下增加了这些范围。项目经理应该怎么做？

- A. 与团队成员讨论该问题
- B. 执行实施整体变更控制过程
- C. 寻求项目发起人的指导
- D. 与项目管理办公室（PMO）一起审查范围变更

99. A purchasing department asks a manager for a project's bidding document. What should be included in these documents?

- A. Change requests
- B. Selected sellers
- C. Quality metrics
- D. Request for proposal

99. 采购部门要求项目经理提供一个项目的招标文件。这文件中应该包含哪些内容？

- A. 变更请求
- B. 选择的卖方
- C. 质量测量指标
- D. 建议邀请书

100. Six months into project execution, the project manager determines that the cost performance index (CPI) is 0.9 and a trend analysis shows that the CPI has a downward trend. What should the project manager do next?

- A. Submit a change request for cost rebaselining.
- B. Request additional resources.
- C. Crash the project schedule.
- D. Use the management reserve.

100. 项目执行六个月后，项目经理确定成本绩效指数（CPI）为 0.9，且趋势分析显示 CPI 呈下降趋势，项目经理下一步应该怎么做？

- A. 提交重订成本基准的变更要求
- B. 请求额外的资源
- C. 对项目进度赶工
- D. 使用管理储备

101. A project manager is working on the human resource management plan for a critical project involving resources located in different countries with different cultures. What will help

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the project manager handle this situation?

- A. Team-building activities
- B. enterprise environmental factors
- C. Interpersonal skills
- D. Virtual teams

101. 项目经理正在制定一个关键项目的人力资源管理计划，该项目涉及位于不同国家具有不同文化背景的资源。下列哪一项将帮助项目经理处理这种情况。

- A. 团队建设活动
- B. 事业环境因素
- C. 人际关系技能
- D. 虚拟团队

102. A project manager identifies some quality issues with deliverables received from resources location in different countries, it is determined that the primary root cause of these issues is the quality of the raw material used.

What should the project manager do next?

- A. Review the project's quality standards
- B. Inform the customer
- C. Escalate the issue to senior management
- D. Ask the resources to use better raw material

102. 对于由不同国家的资源提交的可交付成果，项目经理识别到一些质量问题，确定这些问题的根本原因是所使用的原材料质量。项目经理下一步应该怎么做？

- A. 审查项目的质量标准。
- B. 通知客户
- C. 将问题升级上报给高级管理层。
- D. 要求资源使用质量更好的原材料。

103. A project manager is developing the final project plan. During historical data review of previous projects, it is found that most of the final project reports were unsatisfactory to the stakeholders. What should the project manager do to prevent this from reoccurring?

- A. Develop a stakeholder management plan
- B. Facilitate conflict resolution with the stakeholders
- C. Brainstorm better reporting methods
- D. Revise the stakeholder management plan

103. 项目经理正在制定最终的项目计划，在对以往项目进行历史数据回顾的过程中发现相关方对大部分最终项目报告都不满意。项目经理应该做些什么来防止这种情况再次发

生？

- A. 制定相关方参与计划
- B. 促进与相关方的冲突解决
- C. 通过头脑风暴得到更好的报告方法
- D. 修订相关方参与计划

104. A project manager joins a project that is nearing design-phase completion. Although all design drawings were approved by the client. The project manager discovers several chart changes that were included in the final design, these changes have yet to be reviewed and approved. What should the project manager do next?

- A. Submit a change request to the client to document the charges.
- B. Implement the Perform integrated Change Control process
- C. Review the change management plan with the client
- D. Stop all work to mitigate the impact of changes on cost time and quality

104. 项目经理加入一个设计阶段接近完成的项目。虽然客户已经批准所有设计图纸，但项目经理发现包含在最终设计中的多项客户变更，这些变更尚未经过审核和批准。项目经理下一步应该怎么做？

- A. 向客户提交变更请求记录这些变更
- B. 实施整体变更控制过程
- C. 与客户一起审查变更管理计划
- D. 停止所有工作，减轻这些变更对成本、时间和质量的影响

105. During a project's planning phase, the quality assurance manager proposes implementing a triple-testing environment to ensure product quality. The project manager determines that this proposal will increase costs. And that a development and certification environment will be sufficient to guarantee quality.

What should the project manager use to influence the quality assurance manager?

- A. Cost of quality (COQ)
- B. Design of experiments (DOE)
- C. Cost-benefit analysis
- D. Quality benchmarking

105. 在项目规划阶段，质量保证经理建议实施三重测试环境以确保产品质量。项目经理确定这项建议将会增加成本，而且开发和认证环境将足以保证质量。项目经理应使用什么来影响质量保证经理？

- A. 质量成本（COQ）
- B. 实验设计（DOE）
- C. 成本效益分析
- D. 质量标杆对照

106. During a project's development stage a functional manager is transferred to another department and is no longer involved with the project. What should the project manager do first?

- A. Revise the communications management plan
- B. Update the stakeholder register
- C. Assess the impact on risks
- D. Review the project staff assignments

106. 在项目开发阶段，职能经理被调到另一个部分，不再参与项目。项目经理首先应该做什么？

- A. 修订沟通管理计划
- B. 更新相关方登记册
- C. 评估对风险的影响
- D. 审查项目人员分配

107. A project manager is planning a project. To ensure its success, the project manager reviewed relative historical information for a failed project organized by the same company.

What tools or techniques should the project manager use to ensure the project's success?

- A. Delphi technique
- B. Pareto diagram
- C. Checklist analysis
- D. Ishikawa diagram

107. 项目经理正在规划一个项目。为确保项目成功，项目经理审查了同一公司管理的一个失败项目的历史信息。项目经理应该使用什么工具或技术来确保项目成功？

- A. 德尔菲技术
- B. 帕累托图
- C. 核对单分析
- D. 石川图

108. The project sponsor states that the final product does not reflect the added value that the company's differentiation. What should the project manager do next?

- A. Add it to the risk register
- B. Update the project charter
- C. Review the check-sheets
- D. Consulting Senior Management

108. 项目发起人指出，最终产品不能反映出让公司差异化的附加价值，项目经理下一步应该怎么做？

- A. 将其添加进风险登记册
- B. 更新项目章程
- C. 审查检查表
- D. 咨询高级管理层

109. An organization is starting on a large, first-of-its-kind project. The project manager convenes a meeting with the relevant stakeholders to identify potential project issues. What tools and techniques should the project manager use to improve the meeting outcome?

- A. brainstorming, check list and interviewing
- B. brainstorming, cause, and affect diagrams and flow charts
- C. brainstorming, risk categorization and expert judgment
- D. brainstorming, influence diagrams and strengths, weaknesses, opportunities and threats

(SWOT) analysis

109. 一个组织正在开始一个大型的、首个这种类型的项目。项目经理与相关方召开会议，以识别存在的项目问题。项目经理应该使用什么工具和技术来改进会议的结果？

- A. 头脑风暴、核对单和访谈
- B. 头脑风暴、因果图和流程图
- C. 头脑风暴、风险分类和专家判断
- D. 头脑风暴、影响图以及优势、劣势、机会与威胁（SWOT）分析

110. During project execution, a team proposes to corrective action to help meet project requirements. What should the project manager do?

- A. Include it in the lessons learned database
- B. Follows the change management plan
- C. Property document it in the issue log
- D. Update project management plan

110. 在项目执行期间，团队成员提出纠正措施，帮助满足项目需求。项目经理应该怎么做？

- A. 将其包含在经验教训数据库中
- B. 遵循变更管理计划
- C. 将其正确地记录在问题日志中
- D. 更新项目管理计划

111. As part of a key project in a large organization, the manufacturing of valves is outsourced to a third party. The project manager learned that the valves will arrive earlier than expected and in greater quantities.

What should the project manager do next?

- A. Review the project schedule and fast track activities to complete the project earlier
- B. Adds additional resources close the project earlier update the lessons learned
- C. Refer ro the procurement management plan to review the terms of delivery from the third party
- D. Review of the cost and schedule plan

111. 作为一个大型组织中关键项目的组成部分，阀门制造业务被外包给第三方。项目经理得知阀门将比预期更早到达且数量更多。项目经理下一步应该怎么做？

- A. 审查项目进度计划并快速跟进活动，以便尽早完成项目
- B. 增加额外资源，尽早结束项目，并更新经验教训
- C. 查阅采购管理计划来审查第三方的交付条款
- D. 审查成本和进度计划

112. A design team is assigned to develop a new technology that allows the company to meet new government regulations. What should be used to collect the product design attributes?

- A. Control chart
- B. Requirement Breakdown matrix
- C. Work decomposition structure (WBS)
- D. Brainstorming

112. 一个设计团队被分配开发一项新技术，让公司能够符合新的政府规定。应该用什么来收集产品设计属性？

- A. 控制图
- B. 需求跟踪矩阵
- C. 工作分解结构（WBS）
- D. 头脑风暴

113. The development of a new building for a critical business system will affect 500 users. The project manager wants to confirm stakeholder commitment to the project and relay information regarding key milestones. How can the project manager accomplish this?

- A. Hold a kick-off meeting
- B. Conduct a team building activity
- C. Implement a accreditation and rewards program
- D. Review the project charter

113. 为一个关键业务系统开发新楼房将影响 500 名用户。项目经理希望确认项目相关方对项目的参与程度，并传递关于关键里程碑的信息。项目经理能够如何完成这项工作？

- A. 召开项目启动大会
- B. 开展一次团队建设活动
- C. 实施认可与奖励计划
- D. 审查项目章程

114. During project execution, a key stakeholder asks to significantly modify the scope to achieve better value. What should the project manager do?

- A. Modify the project charter to include the request
- B. Collect the data and initiate a formal change requests
- C. Reject the request as it will impact project delivery

D. Ask for additional resources to implement request

114. 在项目执行过程中，一位关键相关方要求对范围进行重大修改，以实现更好的价值。

项目经理应该怎么做？

- A. 修订项目章程，包含该请求
- B. 收集数据并提出正式的变更请求
- C. 拒绝该请求，因为其将影响项目交付
- D. 请求额外的资源来实施该请求

115. During the financial review of the final budget, a financial controller notices a potential cost overrun.

How should the project manager do to avoid this potential cost overrun?

- A. Perform an earned value management (EVM) analysis
- B. Add the potential cost overrun as a risk to the project
- C. Ask the stakeholders to validate their project estimates
- D. Escalate the cost overrun to the project management office (PMO)

115. 在对最终预算进行财务审查期间，财务总监注意到潜在的成本超支问题。项目经理应该如何避免这种潜在的成本超支？

- A. 执行挣值管理（EVM）分析
- B. 将潜在的成本超支添加作为一个项目风险
- C. 要求相关方确认他们的项目估算
- D. 将成本超支升级上报给项目管理办公室（PMO）

116. For a government project, a group of local stakeholders could be affected by the project's outcome. This group currently has high influence and lower interest, but they could cancel the project. What approach should a project manager use?

- A. Push communications
- B. Cooperation and partnership
- C. Participation
- D. Consultation

116. 对于一个政府项目，一组当地相关方可能会受到项目成果的影响。这组相关方目前具有较高的影响力，较低的利益，但是他们能够取消这个项目。项目经理应该使用什么方法？

- A. 推式沟通
- B. 合作和伙伴关系

C. 参与

D. 咨询

117. A project manager joins a project with a team that lacks the essential skills to produce a key deliverable. What should the project manager do?

A. Assign the deliverable to a team member with the proven ability to learn new skills

B. Negotiate with the project sponsors to hire an external resources with the necessary skills

C. Continues to execute the project while searching and for a subcontractor with the necessary skills

D. Include training as part of the project work in the project management plan

117. 项目经理加入一个项目，但项目团队缺乏必要的技能来产生一个关键可交付成果。项目经理应该怎么做？

A. 将该可交付成果分配给一名拥有学习新技能能力的团队成员

B. 与项目发起人协商，聘请拥有必要技能的外部资源

C. 继续执行项目，同时搜寻具有必要技能的分包商

D. 将培训作为项目管理计划中项目工作的组成部分

118. The project manager is working on a highly visible project with limited resources and strict deadline. The project is currently behind schedule. And review of the resource leveling diagram shows that some resources are allocated.

A. Reallocate unnecessary resources from another project

B. Add resources to delayed tasks and perform resource leveling again

C. Initiate a change request to reduce the scope

D. Calculate the critical path to determine the impact on the project and reallocate resources

118. 项目经理正在执行一个资源有限，期限严格的引人注目的项目。该项目目前落后于进度，对资源平衡的审查显示，一些资源被过度分配。

A. 重新分配来自另一个项目不必要的资源

B. 为延迟的任务增加资源，并再次执行资源平衡

C. 提出一项变更请求，以减少范围

D. 计算关键路径以确定对项目的影响，并重新分配资源

119. A director who is actively involved in product planning requires completed project deliverables to increase product output. What is the director's power/interest-level classification?

A. Monitor

B. Keep satisfied

C. Manage closely

D. Keep informed

119. 一名积极参与产品规划的主管，要求全部的项目可交付成果提高产品产量。该主管的权利利益水平分类是哪一项？

A. 监督

B. 令其满意

C. 重点管理

D. 随时告知

120. A project is terminated because customer expectations for the solution were unmet.

What should the project manager now update?

A. project records

B. Lessons learned

C. Stakeholder notifications

D. Project presentations

120. 由于客户对解决方案的期望未得到满足，一个项目被终止。项目经理现在应更新哪一份文件？

A. 项目记录

B. 经验教训

C. 相关方通知

D. 项目演示

121. A project is being executed when a few changes are brought to the attention of the team.

The changes are needed, but everyone has different opinions on what they think is right. What should the project manager do?

A. Ensure that the entire team and the stakeholders understand and follow the change management plan

B. Meet with the project sponsor and the board to address the issue

C. Meet with team members to review the issues and request changes when needed

D. Apply all requested changes to the project and communicate with the team

121. 一个项目正在执行当中，这时一些变更引起团队的注意。这些变更是必要的，但每个人对于他们认为正确的事情都有不同意见。项目经理应该怎么做？

A. 确保整个团队和相关方理解并遵循变更管理计划

B. 与项目发起人和董事会开会解决这个问题

C. 与团队成员来开会审查这个问题，并在需要时请求变更

D. 对项目实施所有请求的变更，并与团队沟通

122. During the execution of the project, an unexpected situation occurs. What information should the project manager review to define an appropriate action for this?

A. Team networking portal

B. Project management plan

C. Lessons learned

D. Expert judgment

122. 在执行项目期间，发生了一个意外情况。项目经理应该审查哪些信息来确定适当的行动？

A. 团队社交门户

B. 项目管理计划

C. 经验教训

D. 专家判断

123. During a multi-functional project's planning phase, the project manager discovers that innumerate there is not enough resources to produce the software package. The project manager outsourced the production of the package by signing the service level agreement (SLA) with the third party company.

What risk response strategy did the project manager using?

A. Mitigate

B. Transfer

C. Accept

D. Avoid

123. 在一个多功能项目的规划阶段，项目经理发现没有足够的资源来生产软件包。项目经理通过与第三方公司签署服务水平协议（SLA）来外包此软件包的生产。项目经理使用的是哪一项风险应对策略？

A. 减轻

B. 转移

C. 接受

D. 规避

124. Due to lack of funding, a project is terminated during its initiation phase and the project manager must close the project. What should the project manager do first?

A. Refer to the communication management plan to properly inform all stakeholders

B. Review the communication's project closure guidelines

C. Perform a risk analysis to determine the potential impact of the termination the project

D. Close all project procurement processes

124. 由于缺乏资金，一个项目在启动阶段被终止，项目经理必须对项目收尾。项目经理首先应该做什么？

A. 查阅沟通管理计划，适当地通知所有相关方

B. 审查组织的项目收尾指南

C. 执行风险分析，确定终止项目的潜在影响

D. 结束所有项目采购过程

125. To solve an unexpected issue identified by the customer, three additional subject member expects (SMEs) join a five-member project team. How many communication channels were added?

- A. 18 B. 20 C. 36 D. 39

125. 为解决客户发展的一个意外问题，另外三名主题专家（SMEs）加入了一个由五名成员组成的项目团队，那么增加了多少个沟通渠道？

- A. 18 B. 20 C. 36 D. 39

126. A project is underway to implement technology that will provide an organization with a competition advantage. The project manager learns that a newer technology was just launched that many render the planned technology roll out obsolete. What should the project manager do?

A. ignores the development of the technology and focuses on the original scope of the project
B. recommends the use of new technologies to keep up with the latest technology development

- C. performs a cost-benefit analysis to determine whether the upgrade is reasonable
D. completes the impact assessment and recommends the best alternative for the project

126. 一个项目正在实施将为组织提供竞争优势的技术。项目经理了解到，一项将推出的新技术可能使原先计划推出的技术过时。项目经理该怎么做？

- A. 忽略该技术发展，并关注项目的原始范围
B. 建议使用新技术来跟上最新的技术发展
C. 执行成本效益分析，以确定升级是否合理
D. 完成影响评估并为项目建议最佳可选方案

127. A key project team member is unable to come to work due to natural disasters impacting their city. The client was expecting the deliverable, and a penalty clause is included in the contract. What should the project manager do?

- A. Check the contract for exceptions from the penalty due to natural disaster
B. Negotiate with the client for penalties exceptions
C. Hire a new team member from a city not affected by the natural disasters
D. Updates the risk registration to include a mitigation for a natural disasters

127. 一位关键的项目团队成员由于自然灾害影响其所在的城市内无法上班，客户期待着可交付成果，而且合同中包含了惩罚条款。项目经理应该怎么做？

- A. 检查合同中是否有由于自然灾害而免于处罚的条款
B. 与客户协商处罚例外情况
C. 在不受自然灾害影响的城市聘请一位新成员

D. 更新风险登记册，包括对自然灾害的减轻

128. A senior manager asks the project manager for the availability and traveling preferences of team members who will be rewarded for contacting work and meeting the project cost objectives. Where can the project manager obtain the definition criteria and frequency this reward?

A. Responsibility allocation matrix (RAM)

B. Project management plan

C. Staff release plan

D. Project resource management plan

128. 项目团队成员将因积极工作和满足项目成本目标而获得奖励。高级经理向项目经理询问团队成员的可用性和旅行偏好，项目经理可以在哪里获得奖励的定义标准和频率？

A. 责任分配矩阵（RAM）

B. 项目管理计划

C. 遣散计划

D. 项目资源管理计划

129. A team member informs the project manager that a computer virus is shutting down workstation throughout the company. What should the project manager do?

A. Declare a critical security issue and escalate it to the executive crisis board

B. Attempt to determine the type of virus and where it originated

C. Inform IT Security

D. Shut down all systems and waits word on next step

129. 一位团队成员通知项目经理，一种计算机病毒正在关闭整个公司的工作站。项目经理应该怎么做？

A. 宣布发生严重的安全问题，并将其升级上报给危机管理委员会

B. 尝试确定病毒的类型及其来源

C. 通知 IT 安全部

D. 关闭所有系统并等待有关下一步操作的信息

130. A project team that worked abroad is relocated to a project manager's local country, An upcoming work week is a religious holiday for this team. These team members request that week off. What should the project manager do?

A. Check with the legal department regarding this team's contract conditions and adhere to their responses and suggestions

- B. Grant the request and allow the original team off as a reward for their hard work
- C. Grant the request as an acknowledgement of its importance.
- D. Deny the request to avoid a negative impact on the schedule

130. 一个在国外工作的项目团队被转移到项目经理所在的国家。下一个工作周是这个团队的宗教节日，这些团队成员要求在这一周放假。项目经理应该怎么做？

- A. 与法律部门核对该团队的合同条件，并遵守其答复与建议
- B. 批准该请求，并让原来的团队休假，作为他们辛勤工作的奖励
- C. 批准该请求，作为对其重要性的认可
- D. 拒绝该请求，以避免对进度计划造成负面影响

131. A project has ended, however, the project manager and project team members are still called to solve technical problems, make some small changes, and evaluate new requirements, what should the project manager do to guarantee the product or service developed by the project is now operational support?

- A. Perform a project handoff
- B. Obtained project acceptance
- C. Disbands the project team and finds a new project
- D. Fulfill all remaining needs as the product is still under development

131. 一个项目已经结束。然而，项目经理和项目团队成员仍然被要求解决技术问题，进行一些小变更，并评估新的需求，着重保证项目开发的产品或服务现在具有运营支持。项目经理应该怎么做？

- A. 执行项目移交
- B. 获得项目验收
- C. 解散项目团队并找到一个新项目
- D. 就像产品仍在开发中一样满足所有剩余需求

132. A supplier has missed several deadlines and corrective actions defined in the procurement document have been unsuccessful. What should the project manager do next?

- A. Review the request for proposal (RFP)
- B. Negotiations with the supplier
- C. Apply the penalties included in the statement of work (SOW)
- D. Initiate the escalation process

132. 供应商已经错过了几个最终期限，且采购文件中定义的纠正措施并未取得成功。

项目经理下一步应该怎么做？

- A. 审查建议邀请书（RFP）
- B. 与该供应商谈判
- C. 应用工作说明书（SOW）中包含的处罚
- D. 启动升级上报工程

133. During the risk management conference, project managers and teams analyze the resources used so according to the risk response plan. What tools or technologies should be used by the project manager to evaluate the resources needed to get the project risk?

- A. Technology performance measurement
- B. Reserve analysis
- C. Risk analysis
- D. Variance and trend analysis

133. 在风险管理会议期间，项目经理和团队根据风险应对计划分析到目前为止使用的资源。项目经理应该使用什么工具或技术来评估拿下项目风险所需的资源？

- A. 技术绩效测量
- B. 储备分析
- C. 风险分析
- D. 偏差和趋势分析

134. A project manager is replaced on a project, and the new project manager identifies that it is over budget and behind schedule. What should the new project manager do first?

- A. Ask the sponsor to increase the budget and lengthen the schedule
- B. Obtain sponsor approval to reorganized the team
- C. Reduces object scope to meet the original budget and schedule
- D. Identify of improvement areas and enhance supervising

134. 一个项目的项目经理被替换，新的项目经理识别到项目超出预算并落后于进度计划。新项目经理首先应该做什么？

- A. 要求项目发起人增加预算并延长进度计划
- B. 获得项目发起人的批准，重新组织团队
- C. 减少项目范围以满足原始预算和进度计划
- D. 识别改进领域和加强监督

135. During project implementation, the sponsor asks the project manager to review and

mitigate newly reports risks. During the review, the project manager determines there is only one risk, while the other are issues.

What would be considered a risk?

A. New market regulations will soon be approved, which may require a revising the project scope

B. A design defects in identified in the initial project stage

C. A subject matter expert (SME) leaves the project to joins a competitors company

D. The contingency reserve has been depleted by approved change requests

135. 在项目实施期间，项目发起人要求项目经理审查和减轻新报告的风险。审查期间，项目经理确定只有一个是风险，而其它的都是问题。下列哪一项会被认为是风险？

A. 新的市场法规很快的获得批准，这可能需要修订项目范围

B. 在项目初始阶段识别到设计缺陷

C. 一名主题专家（SME）离开项目，加入竞争对手的公司

D. 应急储备已被批准的变更请求耗尽

136. When developing the project schedule, the project manager wants to sequence the task on a logical manner and use contractors with a minimum of two years' experience. To what should the project manager refer?

A. Milestone list

B. Project management plan

C. Activity list

D. Activity attributes

136. 项目经理在制定项目进度计划时，希望按照符合逻辑的方式排列任务顺序，并使用至少有两年经验的承包商。项目经理应该查阅哪份文件？

A. 里程碑清单

B. 项目管理计划

C. 活动清单

D. 活动属性

137. A project to consulate a multinational company's billing system is about to start. The project manager identified three managers that are uncomfortable with these changes. What should the project manager do next?

A. Escalate their concerns to project sponsors

B. started the project immediately and issued a change request to align project expectations

C. Apply interpersonal skills to manage their concerns

D. Controls stakeholder engagement by monitoring stakeholder relationships

137. 一个合并跨国公司计费系统的项目即将开始，项目经理识别到有三位经理对这些变化感到不舒服。项目经理下一步应该怎么做？

- A. 将他们关注的问题升级上报给项目发起人
- B. 立即开始项目并签发变更请求以调整项目期望
- C. 应用人际关系技能，管理他们关注的问题
- D. 通过监督相关方的关系来控制相关方的参与

138. A project manager is working on a new project to address gaps in a previously completed project. What should the project manager do first?

- A. Plans to use the same project resources
- B. Prepare the project management plan
- C. Define the requirements and finalize the scope
- D. Refer to the lessons learned documents

138. 项目经理正在执行一个新的项目，以解决之前完成的一个项目中的差距。项目经理首先应该做什么？

- A. 计划使用相同的项目资源
- B. 准备项目管理计划
- C. 定义需求，并最终确定范围
- D. 参考经验教训文件

139. As part of its expansion plan, a company wants to execute a complex project in a foreign country for the first time. There is no historical data available to develop the project charter.

What tools or techniques should the project manager use to successfully perform this task?

- A. Expert judgment
- B. Delphi Technology
- C. Checklist analysis
- D. Ishikawa diagram

139. 作为其扩张计划的一部分，一家公司希望首次在国外执行一个复杂项目，没有历史数据可用来制定项目章程。

项目经理应该使用什么工具或技术来成功执行这项任务？

- A. 专家判断
- B. 德尔斐技术
- C. 核对单分析
- D. 石川图

140. To increase sales, the sales department requires the development of a new project. The project team has not performed a similar project before. What should the project manager do next?

- A. Review other companies lessons learned from similar projects
- B. Meet with the sales department to discuss requirements

- C. Define the project's key deliverables
- D. Participate in the development of the charter

140. 为了增加销售量，销售部门需要开发一个新项目，项目团队之前没有执行过类似项目。项目经理首先应该做什么？

- A. 审查其他公司类似项目的经验教训
- B. 与销售部门开会讨论需求
- C. 定义项目的主要可交付成果
- D. 参与制定项目章程

141. A project manager is implementing a project with tight budget constraints. What should the project manager use to ensure success when developing the project charter?

- A. Lessons learned
- B. Quality metrics
- C. Strategic plan
- D. Cost baseline

141. 项目经理正在实施一个预算紧张的项目。为确保项目成功，项目经理在制定项目章程时应使用什么？

- A. 经验教训
- B. 质量测量指标
- C. 战略规划
- D. 成本基准

142. During the development stage of a project that involving handling sensitive client data, the compliance manager raises an issue of project non-compliance. What document should the project manager examine review first?

- A. Scope statement
- B. Project charter
- C. Business case
- D. Risk register

142. 在涉及处理敏感客户数据的项目开发阶段，合规经理提出了项目不合规的问题。项目经理应该先审查哪一份文件？

- A. 范围说明书
- B. 项目章程
- C. 商业论证
- D. 风险登记册

143. A client is concerned that a project's ongoing progress lacks visibility within the organization. What should the project manager do first to address this?

- A. Update the risk register
- B. Review the communication management plan
- C. Refer to the stakeholders register

D. Meet with the project sponsor to determine next step

143. 客户担心项目的持续进展在组织内缺乏透明度。若要解决这个问题，项目经理首先应该怎么做？

- A. 更新风险登记册
- B. 审查沟通管理计划
- C. 查阅相关方登记册
- D. 与项目发起人开会，讨论下一步工作

144. A company was awarded a contract with a government agency. The original plan was for a small project, with a fixed scope. Later, during project execution, other government agencies begin generating change requests that result in conflicting requirements. However some of these change requests are mandatory to comply with new laws. What should the project manager do?

- A. Escalate it to the change control board (CCB) and gather all stakeholders to prioritize the list of requirements
- B. Update the stakeholder management plan to include the other government agencies and update the change log
- C. Finish the project with the original scope and ask the management agencies and update the change log
- D. Ask the CCB for approval prioritize and include the mandatory changes in the scope

144. 一家公司中得某个政府机构的合同。原来的计划是针对一个具有固定范围的小项目，之后，在项目执行期间，其他政府机构开始提出变更请求，导致需求冲突。但是，这些变更请求中有一部分是遵守新法律的必要条件。项目经理应该怎么做？

- A. 将该问题升级上报给变更控制委员会（CCB），并召集所有相关方以确定需求清单的优先顺序
- B. 更新相关方参与计划，以包含其他政府机构并更新变更日志
- C. 按原始范围完成项目，并要求管理层启动其他项目来处理这些变更请求
- D. 要求变更控制委员会批准优先级排序并将强制性变更纳入范围

145. Although not previously agreed upon, a project team member develops a feature assuming the customer will approve. What should the project manager do?

- A. Insists that the feature not be incorporated
- B. Continue with the project since the work is already completed
- C. Refer to the scope management plan to decide next steps
- D. Inform the stakeholders and issue a change request

145. 尽管未获得事先同意，一位项目团队成员假设客户将会批准，开发了一个功能。项目经理应该怎么做？

- A. 坚持不包含这个功能
- B. 由于工作已经完成，继续进行项目
- C. 查阅范围管理计划来决定下一步行动
- D. 通知相关方，并签发变更请求

146. The project manager joins a project in the fifth months of a projected six months. After investigation, it is discovered that some required activities have not been started, and that some unnecessary activities have been completed. What plan should have been developed to avoid this problem?

- A. Quality management
- B. Risk management
- C. Scope management
- D. Communication management

146. 一个项目的预计工期为六个月，项目经理在第五个月加入该项目。经调查发现，一些需要的活动尚未开始，而一些不必要的活动却已经完成。为避免这个问题，应事先制定哪一份计划？

- A. 质量管理计划
- B. 风险管理计划
- C. 范围管理计划
- D. 沟通管理计划

147. A project requires that the project be delivered in six months. The project manager is concerned that the timeline is unreasonable. What should the project manager do to address this?

- A. Develop a project management plan according to the SOW
- B. Requests additional resources
- C. Meet with subject matter experts (SMEs) and the sponsor to set realistic expectations
- D. Inform the project sponsor that the timeline cannot be met

147. 一个项目要求在六个月内交付项目，项目经理担心时间表不合理。为解决这种情况，项目经理应该怎么做？

- A. 按照项目要求制定项目管理计划
- B. 请求额外的资源
- C. 与主题专家（SMEs）和发起人会面，以设定可实现的期望
- D. 通知项目发起人不能满足时间表

148. A project's status update was not accordance with the stakeholder's management plan.

What should the project manager do?

- A. Ask senior management for advice
- B. Audit the communication management plan
- C. Do a Post- project review
- D. Perform inspections and audits

148. 项目的状态更新与相关方参与计划不符，项目经理应该怎么做？

- A. 请求高级管理层提供建议
- B. 审查沟通管理计划
- C. 进行项目后评价
- D. 执行检查和审计

149. During the planning phase, a project manager is notified that a key resource must take an extended leave. The project manager needs to ensure that the project schedule is not negatively impacted.

What should the project manager do next?

- A. Identify the situation as a project risk and adds it to the risk register
- B. Assign backup resources to the projects
- C. Notifies the project sponsor
- D. Update the resources management plan

149. 在规划阶段，项目经理被告知一名关键人员必须延长到期，项目经理需要确保项目进度计划不受负面影响。项目经理下一步应该怎么做？

- A. 将该情况识别为一个项目风险，并将其添加到风险登记册中
- B. 为项目分配备用资源
- C. 通知项目发起人
- D. 更新资源管理计划

150. A new recently released technology can speed up the development tasks on an ongoing projects by 30 percent. The team is eager to use this new technology, but identifies the risk that issues may arise due to a lack of knowledge and support. How can the project managers and teams decide if the project benefits by this technology?

A. Review the risk management plan to determine if the new technology is an unnecessary risk

B. Perform quantitative risk analysis and reject the technology if the risk ranks in the top 10.

C. Uses the expected monetary currency value (EMV) technology, and use the technology if

the EMV is positive

D. Perform a sensitivity analysis to determine the potential impact on project outcome

150. 最近发布的一项新技术可以将正在进行的项目的开发任务加快 30%，团队非常渴望使用这项新技术，但识别到由于缺乏知识与支持而可能出现问题的风险。

项目经理和团队如何确定使用这种技术是否会让项目收益？

- A. 审查风险管理计划，以确定新技术是否是一项不必要的风险
- B. 实施定量风险分析，且如果风险排在前 10 位，就拒绝使用这项技术。
- C. 使用预期货币价值（EMV）技术，并且如果 EMV 为正值，则使用这项技术
- D. 执行敏感性分析，以确定对项目结果的潜在影响

151. A project manager determines that a project is over budget and will require management reserves to complete the project. What should the project manager do to complete the project?

- A. Obtain sponsor approval to use management reserves
- B. Modifies the cost baseline and use management reserves
- C. Obtain sponsor approved to include additional funds
- D. Conduct the perform Integrated Change Control process and modifies the cost baseline

151. 项目经理确定项目已超出预算，并将需要管理储备来完成项目。为完成项目，项目经理应该怎么做？

- A. 获得项目发起人批准使用管理储备
- B. 修改成本资源并使用管理储备
- C. 获得项目发起人的批准，包含额外资金
- D. 执行实施整体变更控制过程，并修改成本基准

152. Upon receipt of a software development project deliverable, the customer identifies that their coding standards, were not followed and that the final product fails to meet quality requirements. What should the project manager do next?

- A. Review the quality management plan
- B. Conduct a quality audit
- C. Review the project baseline
- D. Negotiate with the customer to accept the deliverable

152. 在收到软件开发项目的可交付成果时，客户发现没有遵守他们的编码标准，最终产品不符合质量要求，项目经理下一步应该怎么做？

- A. 查看质量管理计划
- B. 开展质量审计
- C. 审查项目基准
- D. 与客户协商接受可交付成果

153. During a construction project's execution phase, local residents want to stop the project due to environmental concerns. What should the project manager do?

- A. Examine the enterprise environment factors
- B. Schedule a change control board (CCB) meeting
- C. Review the risk management plan
- D. Review the what-if Scenario analysis

153. 在一个施工项目的执行阶段，由于环境问题，当地居民希望停止该项目。项目经理应该怎么做？

- A. 检查事业环境因素
- B. 安排召开变更控制委员会（CCB）会议
- C. 查看风险管理计划
- D. 审查假设情景分析

154. Midway through a project, the project manager discovers that the new director of an environmental agency is concerned that the project may have a serious impact on the environment. The new director is now influencing the project sponsor.

What should the project manager do next?

- A. Add the director to the stakeholder
- B. Ask the project sponsor to report interactions with the director
- C. Continue the project uninterrupted
- D. Stop work until the director's concerns are addressed

154. 项目经理在项目中途发现，一个环境机构的新主任担心该项目可能会对环境造成严重影响，这位新主任正在影响项目发起人。项目经理下一步应该怎么做？

- A. 将该主任添加到相关方登记册中
- B. 要求项目发起人报告与该主任之间的互动
- C. 继续执行项目
- D. 停止工作，直到该主任的担心得到解决为止

155. Following a project kick-off meeting, a technical expert assigned to project team shows discontent about being selected to work on the project, their attitude is negatively affecting other

team members.

What should the project manager do?

A. Ask the human resource department for a replacement

B. Attempt to understand the reasons for this technical expert's attitude. then take further action based on gathered information

C. Issued a written warning to the technical expert stating that improper behavior will not be intolerable.

D. Assign the technical expert to a task that avoids interaction with other team members

155. 在项目启动大会之后，分配给项目团队的一位技术专家对被选中参与项目工作表示不满，他的态度对其他团队成员造成负面影响。项目经理应该怎么做？

A. 需要人力资源部门替换该技术专家

B. 尝试了解该技术专家态度的原因，然后根据收集的信息采取进一步的行动

C. 向该技术专家发出书面警告，指明不当行为是不可容忍的

D. 向该技术专家分配避免与其他团队成员互动的任务

156. A steering committee member submits a new request that appears poorly considered and could negatively impact the project. What should the project manager do next?

A. Evaluate of the impact of the request

B. Log the request and submits it to the change control board (CCB)

C. Ask supportive members to persuade the steering committee member to withdraw the request

D. Reject the request and advise the steering committee member of the reason

156. 一名指导委员会成员提交了一项新请求，这项请求似乎没有得到充分考虑，可能会对项目产生负面影响。项目经理下一步应该怎么做？

A. 评估该请求的影响

B. 记录该请求，并将其提交给变更控制委员会（CCB）

C. 要求支持的成员说服该指导委员会成员撤回请求

D. 拒绝该请求，并告知该指导委员会成员拒绝的原因

157. Phase one of a product development project is complete. The project team is ready to transfer the final product to the team in charge of executing phase two.

What should the project manager do before moving to phase two?

- A. Ask the function manager to reassign team members
- B. Conduct a lessons learned meeting
- C. Obtain sponsor approval and notify stakeholders
- D. Obtain formal acceptance of the deliverables

157. 一个产品开发项目的第一阶段已经完成，项目团队已经准备好将最终产品转移给负责执行第二阶段的团队。在转入第二阶段之前，项目经理应该做什么？

- A. 请职能经理重新分配团队成员
- B. 召开经验教训会议
- C. 获得发起人的批准并通知干系人
- D. 获得可交付成果的正式验收

158. A demanding stakeholder insists on adding project requirements. The project manager wants to accommodate the requests, but many of the requirements exceed the budget and are misaligned with business needs.

What should the project manager do?

- A. Approve only the requests that are within budget and align with business needs
- B. Forward the requests to the change control board (CCB)
- C. Meet with the sponsor to review the requests against the project scope statement
- D. Deny the requests and inform the stakeholder

158. 一名严苛的项目相关方坚持要增加项目需求。项目经理希望满足该请求，但是许多需求超出预算并与商业需求不一致。项目经理应该怎么做？

- A. 仅批准符合预算并与商业需求一致的请求
- B. 将请求提交给变更控制委员会（CCB）
- C. 与项目发起人开会，根据项目范围说明书评审请求
- D. 拒绝请求，并通知项目相关方

159. For a new R & D project, costs for some risky activities must be estimated. To ensure a high degree of accuracy, what estimating technique should the project manager use?

- A. Parametric
- B. Analogous
- C. Cost of quality (COQ)
- D. Three point

159. 对于一个新的研发项目，必须估算一些有风险活动的成本。为确保高准确性，项目经理应使用什么技术？

- A. 参数估算
- B. 类比估算
- C. 质量成本 (COQ)
- D. 三点估算法

160. During a project's execution phase, a regulatory law is approved that mandates immediate compliance. This law will impact the projects scope, schedule and cost. What should the project manager do first?

- A. Mitigating the risk
- B. Update the project management plan
- C. Escalate the issue to senior management
- D. Initiate the change request process

160. 在项目执行阶段，批准了一项监督法律，责令立即遵守。这项法律将影响项目的范围、进度和成本。项目经理首先应该做什么？

- A. 减轻风险
- B. 更新项目管理计划
- C. 将问题升级上报给高级管理层
- D. 开始变更请求过程

161. During a lessons learned meeting, team feedback is overwhelmingly positive. The project manager realizes that this is because the team does not want to jeopardize a possible bonus.

What should the project manager do to obtain honest feedback from the team?

- A. Conduct an anonymous electronic survey
- B. Use analytical techniques to collect performance and other metrics
- C. Engage the sponsors to contain an independent assessment
- D. Confront team members about their obvious bias

161. 在经验教训会议上，团队的反馈非常积极，项目经理意识到这是因为团队不想损失可能获得的资金。若要获得团队的诚实反馈，项目经理应该怎么做？

- A. 进行匿名电子调查
- B. 使用分析技术收集绩效和其他指标
- C. 让发起人参与获得独立评估
- D. 正视团队成员的明显偏差

162. During project implementation, the marketing department informs the project manager that the product's market requirements have changed. These changes were not anticipated, may significantly influence potential sales numbers, and could impact project scope. What should the project manager do?

- A. Plan risk responses and update the risk register

- B. Apply forecasting method
- C. Plan to use the contingently reserves and update the risk mitigation plan
- D. Use earned value management (EVM) methods

162. 在项目实施过程中，营销部门通知项目经理说，产品的市场需求已经发生变化。之前未成预料到这些变化，可能会显著影响调查的销售数量，并可能影响项目范围。项目经理应该怎么做？

- A. 规划风险应对，并更新风险登记册
- B. 应用检测方法
- C. 计划使用应急储备并更新风险减轻计划
- D. 使用挣值管理（EVM）方法

163. A project manager meets with project stakeholders to obtain information and knowledge on how best to deliver supplies to a construction site. What type of communication method is being used?

- A. Interactive
- B. Internal
- C. Pull
- D. Plush

163. 项目经理与项目相关方开会，获得关于如何最好地向施工现场输送用品的信息和知识。这使用的是哪种沟通方法类型？

- A. 交互式沟通
- B. 内部沟通
- C. 拉式沟通
- D. 推式沟通

164. An international team is assigned to work on a project. And the project manager is concerned that misunderstandings might arise due to cultural differences. What should the project manager use to ensure that the team achieves consensus on the project goals?

- A. Stakeholder register
- B. Communication management plan
- C. Project charter
- D. Responsibility assignment matrix (RAM)

164. 一个国际团队被分配到一个项目上工作，项目经理担心由于文化差异可能会产生误解。项目经理应该用什么来确保团队对项目目标达成共识？

- A. 相关方登记册
- B. 沟通管理计划
- C. 项目章程
- D. 责任分配矩阵（RAM）

165. During project execution, a stakeholder wants to know who has the authority to assign project resources. What should the project manager do?

- A. Review the project charter with the stakeholders
- B. Examine the communication management plan with the stakeholders
- C. Review the project resource management plan with the stakeholders
- D. Obtains consensus form stakeholders and update the stakeholders register

165. 在项目执行过程中，一名相关方希望知道谁有权分配项目资源。为了解决这个问题，项目经理应该怎么做？

- A. 与该相关方一起审查项目章程
- B. 与该相关方一起检查沟通管理计划
- C. 与该相关方一起审查项目资源管理计划
- D. 获得相关方的一致同意，并更新相关方登记册

166. During project execution, the customer requests a minor change. After performing a high-level review, the developer determines that the effort to make the change has minimal impact and can be absorbed.

What should the project manager do next?

- A. Ask the developer to proceed with the modification
- B. Issue a change request
- C. Update the issue log
- D. Communicate the proposed change to all stakeholders

166. 项目执行期间，客户请求进行一个小变更。在执行高层级审查后，开发人员确定进行变更所需的工作影响较小且可被吸收。项目经理下一步应该怎么做？

- A. 要求开发人员继续进行修改
- B. 签发变更请求
- C. 更新问题日志
- D. 向所有项目相关方沟通提议的变更

167. A project manager receives a chain of e-mails from the project team and vendor, arguing about a recently received deliverable. The project team believes that the deliverable fails to meet a specific requirement, but the vendor maintains they are unaware of this requirement. To what should the project manager first refer?

- A. Communication management plan
- B. Statement of works (SOW)
- C. Requirements management plan
- D. Work Breakdown structure (WBS)

167. 项目经理从项目团队和供应商收到一连串电子邮件，争论最近收到的一个可交付成果。项目团队认为该可交付成果未能满足特定需求，但供应商却坚持他们不知道这个需求。

项目经理首先应该查阅哪份文件？

- A. 沟通管理计划
- B. 工作说明书（SOW）
- C. 需求管理计划
- D. 工作分解结构（WBS）

168. A project is in its execution phase, and some deliverables are almost ready to go to the client. Team members want to quickly hand off these deliverables to save time and receive their bonus. To achieve this quality-control-related tasks will need to be eliminated. What should the project manager do?

- A. Refer the team members to the quality management plan and report ethics to the project sponsor
- B. Update the risk register with potential unmet customer requirements
- C. Finalize the project, issued a change request and request a new team due to noncompliance
- D. Reports the issue to the project sponsors and management to prevent the efficiency bonus from being paid

168. 一个项目正处于执行阶段，一些可交付成果已经准备好交给客户。团队成员希望快速交付这些可交付成果，以节省时间并获得资金。若要实现这个目标，就必须消除质量控制相关的任务。

项目经理应该怎么做？

- A. 让团队成员查阅质量管理计划并向项目发起人报告道德问题
- B. 将可能不满足客户要求的风险更新到风险登记册中
- C. 完成项目，签发变更请求，并由于不合规而请求一支新团队
- D. 向项目发起人和管理层报告该问题，防止支付效率奖金

169. Some previously unidentified stakeholders report that they have not been kept informed regarding the status of a critical project even though their functional areas are largely impacted. What should the project manager do first?

- A. review project communication methods
- B. check and update the registries of the stakeholders
- C. A new strategy for to determine the status of communication projects
- D. Invites all stakeholders to the State meetings

169. 一些之前未识别到的相关方报告说，他们的职能领域受到很大影响，但没有持续通知他们关键项目的状态。项目经理首先应该做什么？

- A. 审查项目的沟通方法
- B. 检查并更新相关方登记册
- C. 确定沟通项目状态的新策略
- D. 邀请所有相关方参加状态会议

170. A supplier activates the project manager that, to meet the requested specifications, replacement of a specific material is required, What should the project manager to ensure that the cost baseline is unaffected?

- A. Cost forecast
- B. Earned value (EV) analysis
- C. Management reserve
- D. Contingency reserve

170. 供应商建议项目经理，为了满足要求的规格，需要更换特定材料。为确保成本基准不受影响，项目经理应该审查下列哪一项？

- A. 成本预测
- B. 挣值（EV）分析
- C. 管理储备
- D. 应急储备

171. The risk register of construction project in a tropical area includes the risk of flooding during the rainy season. The rainy season is over, and the project will be completed. Which tool or technology should be used to manage this risk?

- A. Risk acceptance
- B. Risk transference
- C. Risk avoidance
- D. Risk audits

171. 一个施工项目位于热带地区，该项目的风险登记册包括雨季洪水的风险。现在雨季已经结束，项目即将完成。应使用哪一项工具或技术来管理这个风险？

- A. 风险接受
- B. 风险转移
- C. 风险规避
- D. 风险审计

172. A project team is working in different time zones. Misunderstanding are frequent among team members. And although the project manager has tried to address it, the issue remains unresolved.

What should the project manager do to improve the situation?

- A. Discussed it at a team meeting
- B. Address the issue Individually with each team member
- C. Revise the communications management plan
- D. Review stakeholder requirements

172. 一个项目团队正在不同时区工作，团队成员之间经常出现误解。尽管项目经理试图解决这个问题，但这个问题一直没有得到解决。若要改善这种情况，项目经理应该怎么做？

- A. 在团队会议上讨论这个问题
- B. 与每位团队成员分别解决这个问题

C. 修订沟通管理计划

D. 审查相关方的需求

173. A project manager is writing this procurement statement of work (SOW) to subcontract a new plant's machinery installation, To what document should the project manager refer to ensure it aligns with project objectives?

A. Procurement documents

B. Project management plan

C. Source selection criteria

D. Project charter

173. 项目经理正在编写采购工作说明书（SOW），以分包新工厂的机器安装任务。项目经理应该查阅哪一份文件来确保其与项目目标一致？

A. 采购文件

B. 项目管理计划

C. 供方选择标准

D. 项目章程

174. A local project is expanding and will now include stakeholders from different countries, what existing documentation must the project manager adjust to effectively manage these global stakeholders?

A. Change control procedures

B. Communication management plan

C. Organization communication requirements

D. Risk register

174. 一个本地项目在不断扩大，现在将包括来自不同国家的相关方。为了有效管理这些全球相关方，项目经理必须调整哪些现有文件？

A. 变更控制程度

B. 沟通管理计划

C. 组织沟通需求

D. 风险登记册

175. During the execution phase, a project manager realizes that a deviation from the project management plan is required to achieve desired project outcomes. What should the project manager do next?

A. Update the project schedule

B. Execute the Implementation

C. Submit a change request

D. Modify the project baselines

175. 在执行阶段，项目经理意识到需要偏离项目管理计划才能实现理想的项目成果。项目经理下一步应该怎么做？

A. 更新项目进度计划

B. 执行实施

C. 提交变更请求

D. 修改项目基准

176. A company found several projects to be implemented. While developing the business cases, the company uses net present value (NPV) to prioritize of the projects. Which project should the company start first?

A. NPV=US\$ 15,000 with a payback period of three years

B. NPV=US\$ 15,000 with a payback period of five years

C. NPV=US\$ -25,000 with a payback period of three years

D. NPV=US\$ -25,000 with a payback period of five years

176. 一家公司发现有几个项目要实施。在制定商业讨论时，公司使用净现值（NPV）来确定项目的优先级。公司应该首先开始哪个项目？

A. NPV=15,000 美元，投资回收期为三年

B. NPV=15,000 美元，投资回收期为五年

C. NPV=-25,000 美元，投资回收期为三年

D. NPV=-25,000 美元，投资回收期为五年

177. A project manager joins a new project, with an approved project charter and project management plan. To start the project, what should the project manager do next?

A. Create the work breakdown structure (WBS)

B. Schedule a project kick-off meeting

C. Acquire the necessary project resources

D. Define activities for the project management plan

177. 项目经理加入一个新项目，该项目的项目章程和项目管理计划已获批准。若要开始项目，项目经理下一步应该做什么？

A. 创建工作分解结构（WBS）

B. 安排召开项目启动大会

C. 获得必要的项目资源

D. 定义项目管理计划的活动

178. In the third month of a six months project, a senior manager asks the project manager to include a new feature without impacting cost and time. What should the project manager do?

A. Update the project plan to include the new feature

B. Create a change request and evaluates the impacts

C. Discussed the request with the sponsor

D. Update the project documents

178. 在为期六个月项目的第三个月，一位高级经理要求项目经理在不影响成本和时间的前提下增加一项新功能。项目经理应该怎么做？

- A. 更新范围计划，包含新功能
- B. 创建变更请求并评估影响
- C. 与发起人讨论该请求
- D. 更新项目文件

179. While planning a project's kick-off meeting, the project manager notices that several key stakeholders are spread across different time zones. This will make it difficult to bring everyone into the same meeting.

What should the project manager do?

- A. Arrange one kick-off meeting for each time zone and obtain commitment from all key stakeholders to attend.
- B. Arrange one kick-off meeting for the time zone that contains the majority of stakeholders
- C. Arrange one virtual meeting and ask key stakeholders who are unable to attend to watch the recorded session
- D. Arrange one-to-one meeting with each key stakeholder, gather all concerns raised, then set up smaller focused group meeting to address these concerns.

179. 在规划一个项目的启动大会时，项目经理注意到几位关键相关方分布在不同时区，这将难以让所有人都参加同一会议。项目经理应该怎么做？

- A. 为每个时区都安排一次启动大会，并获得所有关键相关方的参与承诺
- B. 为包含大多数相关方的时区安排一次启动大会
- C. 安排一次虚拟会议，并要求无法参加会议的关键相关方观看录制的会议
- D. 与每位关键相关方安排一对一的会议，收集所有提出的问题，然后设置较小型的焦点小组会议来解决这些问题

180. Approval of the project charter for a software development project has been obtained, and the project manager calls a meeting to prepare the project management plan. The project manager learns that the development team members are confused about their roles and responsibilities.

What should the project manager have done to avoid this?

- A. Created a stakeholder register
- B. Sharing the work breakdown structure (WBS)
- C. Reviewed the communication management plan

D. Developed the project resource management plan

180. 一个软件开发项目的项目章程已获批准，项目经理召集会议准备项目管理计划，项目经理得知开发团队成员对他们的角色和职责感到困惑。若要避免这个问题，项目经理应该事先做什么？

- A. 创建一份相关方登记册
- B. 分享工作分解结构（WBS）
- C. 审查沟通管理计划
- D. 制定项目资源管理计划

181. After the customer accepts the project deliverable, the project manager begins archiving the project documents. Meanwhile the project manager is assigned to a new, highly visible project before closure of the earlier project is complete. What should the project manager do?

- A. Complete the company's minimum records retention requirements
- B. Start working on the new project
- C. Consult with stakeholders from the earlier project
- D. Close the project according to the project management plan

181. 在客户验收项目可交付成果后，项目经理开始存档项目文件。同时，在完成前一个项目的收尾工作之前，项目经理被任命管理一个新的、引人注目的项目。项目经理应该怎么做？

- A. 完成公司的最低记录保存要求
- B. 开始在新项目上工作
- C. 与前一个项目的相关方商量
- D. 按照项目管理计划进行项目收尾

182. A marketing director and project manager meet to outline the year's marketing goals and the project they need to achieve them. The director asks the project manager to ensure that the project is delivered as instructions.

What should the project manager do next to obtain approval?

- A. Submit the project management plan to the sponsor
- B. Participate in the development of the project charter
- C. Define the project scope statement
- D. Define the project requirements

182. 市场营销总监和项目经理开会概括了今年的营销目标，以及为了实现这些目标需要完成的目标。总监要求项目经理确保项目按指示交付。为了获得批准，项目经理下一步应该怎么做？

- A. 将项目管理计划提交给发起人
- B. 参与制定项目章程

C. 定义项目范围说明书

D. 定义项目需求

183. A new key stakeholder is concerned that the project manager failed to send an important update regarding the project schedule. What should the project manager have followed to prevent this?

A. Stakeholder communication requirements

B. Communications management plan

C. Work performance reports

D. Project communications

183. 一名新的关键相关方担心项目经理没有发送有关项目进度的重要更新。若要预防这个问题，项目经理应该实现遵循什么？

A. 相关方沟通需求

B. 沟通管理计划

C. 工作绩效报告

D. 项目沟通

184. A project manager knows that communication channels were disrupted a regular project team meeting. What should the project manager do to ensure that all project team members are equally informed?

A. Send the meeting minutes to all team members

B. Ask the participants for their input

C. Replan the project team meeting with proper communication channels

D. Adds this information to the issue log

184. 项目经理得知一次定期项目团队会议上的沟通渠道中断。项目经理应该做什么来确保所有项目团队成员都同样了解项目情况？

A. 向所有团队成员发送会议记录

B. 询问会议参与者的意见

C. 重新计划一次具有适当沟通渠道的项目团队会议

D. 在问题日志中添加该信息

185. Due to cross-cultural differences, stakeholders of a multinational project fail to approve the project management plan. To mitigate this issue, What should the project manager have done?

A. Reviewed / updated the issue log to reflect that project management plan may not receive approval

B. Requires earlier feedback from the stakeholders

- C. Updated the stakeholders register and paid attention to non-verbal cues
- D. Trained the team on a common communication language

185. 由于跨文化差异，一个跨国项目的相关方未能批准项目管理计划。为减轻这个问题，项目经理应该事先做什么？

- A. 审查/更新问题日志，以反映项目管理计划可能不会获得批准
- B. 要求相关方提前反馈
- C. 更新相关方登记册并注意到非语言线索
- D. 用一种通用的沟通语言培训团队

186. Stakeholders claims that a feature is missing from a deliverable. This feature was not mentioned in any prior discussions and was not included in the acceptance criteria, however, the stakeholders insist that the feature is necessary to take full advantage of the deliverable. What should the project manager do?

- A. Implement the deliverable and submit a change request for the missing feature
- B. Implement the deliverable and begin work on the missing feature
- C. Defer implementing the deliverable and submits a change request for the missing feature
- D. Defer implementing the deliverable and begin work on the feature

186. 相关方称一个可交付成果中遗漏一项功能。之前的任何讨论中都没有提到这项功能，也没有被纳入验收标准。然而，相关方却坚持认为这项功能是必要的，可以充分利用该可交付成果。项目经理应该怎么做？

- A. 实施该可交付成果并为遗漏的功能提交变更请求
- B. 实施该可交付成果并开始遗漏功能的工作
- C. 推迟实施该可交付成果并为遗漏的功能提交变更请求
- D. 推迟实施该可交付成果并开始遗漏功能的工作

187. While executing a project that is nearly behind schedule, a project manager must commission a new piece of equipment. A local party, who will be impacted by this, asks that the project be immediately stopped because they were not given an opportunity to provide project approval. What should the project manager have done to avoid this?

- A. Used conflict management techniques
- B. Obtained sign-off and approval of the project charter from all stakeholders
- C. Used negotiating and influence techniques and skills

D. Implemented a stakeholder management plan

187. 在执行一个几乎落后于进度的项目时，项目经理必须尝试执行一台新设备。受此影响的一个本地机构要求立即停止项目，因为没有向他们提供批准项目的机会。

若要避免这个问题，项目经理应该事先做什么？

- A. 使用冲突管理技术
- B. 获得所有相关方签署和批准项目章程
- C. 使用谈判和影响技巧和技能
- D. 实施相关方参与计划

188. During the last week of the project, a strong storm causes damage and impacts the project's delivery date? What should the project manager do?

- A. Use the reserve analysis technique
- B. Update the risk register
- C. Submit a change request
- D. Report it to the project sponsors

188. 在项目的最后一个星期，一场强风暴造成损害并影响项目的交付日期。项目经理应该怎么做？

- A. 使用储备分析技术
- B. 更新风险登记册
- C. 提交变更请求
- D. 将其报告给项目发起人

189. A project manager determines that the a project's schedule performance index (SPI) is 1.2, and its cost performance index (CPI) is 0.8. What is the project a current status?

- A. Behind schedule and over budget
- B. Ahead of schedule and over budget
- C. Behind schedule and under budget
- D. Ahead of schedule and under budget

189. 项目经理确定项目的进度绩效指数（SPI）为 1.2，成本绩效指数（CPI）为 0.8。项目目前的状态是什么？

- A. 落后于进度，并超出预算
- B. 超前于进度，但超出预算
- C. 落后于进度，但低于预算
- D. 超前于进度，并低于预算

190. A project requires that a feasibility study be conducted for the sale of products in a new country. What type of contract should the project manager use?

- A. Time and material (T&M)
- B. Fixed price with economic price adjustment (FP-EPA)
- C. Cost plus award fee (CPAF)
- D. Cost plus incentive fee (CPIF)

190. 一个项目需要进行在一个新国家销售产品的可行性研究，项目经理应该使用什么合同类型？

- A. 工料合同 (T&M)
- B. 总价加经济价格调整合同 (FP-EPA)
- C. 成本加奖励费用合同 (CPAF)
- D. 成本加激励费用合同 (CPIF)

191. A key deliverable is about to be sent to the customer. Team members complain about the time and number of tasks that need to be performed as part of the quality assurance process. The Project manager needs the deliverable to be ready soon to obtain the first project payment.

What should the project manager do to get the deliverable on time?

- A. Refer team members to the project management plan
- B. Determine customer requirements and stakeholder expectations
- C. Perform a cause-and-effect analysis
- D. Conduct a Project audit on the process and methods used

191. 一个主要可交付成果即将被发送给客户。团队成员对作为质量保证过程一部分而需要执行的任务量和时间有所抱怨, 项目经理需要尽快将可交付成果准备就绪, 以获得第一次项目付款。

若要按时获得可交付成果, 项目经理应该怎么做?

- A. 让团队成员查阅项目管理计划
- B. 确定客户需求和相关方的期望
- C. 执行因果分析
- D. 对使用的过程和方法进行项目审计

192. Midway through a project, the sponsor wants to change the delivery schedule. What should the project manager do next?

- A. Determine how this impact the project's critical path
- B. Add it to the issue log
- C. Initiate a change request
- D. Use schedule compression techniques

192. 在一个项目中途, 发起人想要改变交付进度计划。项目经理下一步应该怎么做?

- A. 确定这对项目关键路径的影响
- B. 将其添加到问题日志中
- C. 提出一项变更请求

D. 使用进度压缩技术

193. A current project has a local of 10 stakeholders, while a previously completed project had only five. How many communication channels does the current project have?

- A. 5 B. 10 C. 35 D. 45

193. 当前项目共有 10 名项目相关方，而之前完成的项目只有 5 名相关方。当前项目增加了多少个沟通渠道？

- A. 5 B. 10 C. 35 D. 45

194. Product design is identified as the root cause of various manufacturing problems. What should the project manager do to avoid racing these same problem in the future?

- A. Implement the Perform Quality Management process
B. Review the quality management plan
C. Conduct the Perform integrated change control process
D. Update the lessons learned knowledge base

194. 产品设计被认定为是各种制造问题的根本原因。若要在将来避免面对同样的问题，项目经理应该怎么做？

- A. 执行实施质量管理过程 B. 审查质量管理计划
C. 执行实施整体变更控制过程 D. 更新经验教训知识库

195. A project manager has limited resources and is unable to obtain more. What technique should the project manager use to fully exploit the existing resources without delaying project completion?

- A. Resource smoothingB. Resource leveling
C. Fast tracking D. Crashing

195. 项目经理资源有限，无法获得更多资源。项目经理应该使用什么技术来充分利用现有资源，而不会令项目完成时间延期？

- A. 资源平滑 B. 资源平衡 C. 快速跟进 D. 赶工

196. A prefect is completed and customer approval is obtained, The IT department plans an unscheduled audit of the project. What should the project manager do?

- A. Requests to review of the IT Department's quality assurance policies
B. Advise the sponsor that an IT audit is not part of the quality management plan
C. Review company policies and notify the stakeholders involved

D. Allow the audit as it could provide more value for the project

196. 项目已完成并获得客户批准，IT 部门计划对项目进行不定期审计。项目经理应该怎么做？

- A. 请求审查 IT 部门的质量保证政策
- B. 告知项目发起人 IT 审计不是质量管理计划的一部分
- C. 审查公司政策并通知涉及的项目相关方
- D. 允许审计，因为可以为项目提供更多价值

197. A Project manager working on a global project establishes various communication Channels.

What should the project manager do to manage this?

- A. Create a communication management plan
- B. Develop a stakeholder management plan
- C. Arrange meetings in a different time zones
- D. Schedule video conferences

197. 从事一个全球项目的项目经理建立了多种沟通渠道。为了管理沟通渠道，项目经理应该怎么做？

- A. 创建沟通管理计划
- B. 制定相关方参与计划
- C. 安排在不同时区召开的会议
- D. 安排视频会议

198. A project can be broken down into the following activities:

Activity	Predecessor	Duration (Weeks)
A	Start	2
B	A	1
D	B	5
C	Start	6
E	C	7
F	D、E	1
End	F	-

Activity A will be delayed by six weeks due to the unavailability of resources. What impact

will this on the project?

- A. The project will be delayed by six weeks
- B. The project end date will not change
- C. Activity F will be delayed by five weeks
- D. The project will be delayed by one week

198. 一个项目可以分解成以下活动:

活动	紧前活动	持续时间 (周)
A	开始	2
B	A	1
D	B	5
C	开始	6
E	C	7
F	D、E	1
结束	F	-

由于资源不可用, 活动 A 将延期六周, 这对项目有什么影响?

- A. 项目将延期六周
- B. 项目结束日期将不变
- C. 活动 F 将延期五周
- D. 项目将延期一周

199. A project manager reviewing the issue log, noticed that the activities assigned to certain team are significant behind schedule. What should the project manager do?

- A. Review the activities with relevant team members to identify strategies for resolution
- B. Escalate the issue to the project sponsor for resolution
- C. Request that the responsible team members provide an explanation for the delay and strategies to resolve the issue
- D. Ask the responsible team members to bring their activities back on schedule

199. 正在审查问题日志的项目经理注意到, 分配给某些团队成员的活动明显落后于进度。项目经理应该怎么做?

- A. 与相关团队成员一起审查活动, 以确定解决策略
- B. 将该问题升级上报给项目发起人解决
- C. 要求负责的团队成员解释延迟的原因以及解决问题的策略
- D. 要求负责的团队成员将他们的活动恢复到正常进度

200. An operation team believes that their skills on a project are unnecessary, team morale is low, and team members are attempting to prevent the project from meeting its objectives. What should the project manager do?

- A. Advise the company to change its strategy and immediately stop the project.
- B. Ask the union for support in engaging the team
- C. Train the operation team in line with the requirements of the project's outcome
- D. Replace the dissatisfied team members

200. 一个运营团队认为他们的技能在项目上是不必要的，团队士气低落，且团队成员试图阻止项目实现目标。项目经理应该怎么做？

- A. 建议公司改变战略，并立即停止项目
- B. 要求工会的支持来激励团队
- C. 根据项目成果的要求对运营团队进行培训
- D. 更换不满的团队成员