

一、须知：

\*本考试仅需使用铅笔、橡皮、简易计算机（不可发声以免影响他人考试）等工具，课桌上严禁摆放书本笔记等物品。

\*禁止使用带有编程功能的计算器。

\*本次考试达标分数：125 分，目标分数：160 分。

二、时间：

\*考试时间为上午 9:00—13:00,共 4 小时，开考 60 分钟后可交卷，严禁随意走动。

\*考试结束后请立即停止答题，将答题卡交给老师批改，并离开考场，严禁超时答题。

三、纪律：

\*严格按照监考人员指示进行各项操作。

\*考试期间应严守考场纪律，严禁交头接耳、偷看他人答题等违纪行为，否则废卷处理。

\*考前请将手机关机或调成震动，不能接听电话，如需上厕所请举手示意老师。

\*请在答题卡相应位置用正楷字体书写自己的姓名。

\*所有答案都必须涂在答题卡上，标记在答题册的答案将不予计分。

1.In the closing phase, a construction project has an extensive change issue. The project manager gathers project documents required, which of the following documents belong to the company' s knowledge closure?

- A.change control procedures
- B.financial control issue reports
- C.outstanding issue reports
- D.organization matrix

1.在收尾阶段，由于意外发生问题，一个施工项目有大量变更日志。项目经理收集需要的项目文件。下列哪一份文件作为项目收尾的组成部分属于公司的知识库？

- A.变更控制程序
- B.财务控制程序
- C.未决问题报告
- D.组织矩阵

2. During the development of the project charter, the project manager identifies many highly probable risks and believes the project will fall. What is an appropriate next step?

- A.Stop working on the project as the risk is too high
- B.Stop working on the project charter and start work on the risk management plan
- C.Continue working on the project charter and start work on the risk management plan
- D.Continue working on the project charter then review it when it with the stakeholders

2.在制定项目章程的过程中，项目经理确认了许多可能性很高的风险，并认为项目将会失败。适当的下一步措施是什么？

- A.停止为项目工作，因为风险太高
- B.停止制定项目章程，开始制定风险管理计划
- C.继续制定项目章程，并开始制定风险管理计划
- D.继续制定项目章程，然后与项目相关方一起审查项目章程

3.The project reaches closure and all deliverables are accepted. What should the project manager do next?

- A.Create a project closure report
- B.Perform rcquircincm closure
- C.Create a work performance closure
- D.Perform quality assurance

3.项目达到收尾阶段，且所有可交付成果均已验收，项目经理接下来应该怎么做？

- A.创建项目收尾报告
- B.开展需求收尾
- C.创建工作绩效收尾
- D.实施质量保证

4.The project manager is approved to execute a US\$12million, three-year project. After 25% of the project is completed What is the next step after calculating the schedule performance index and cost performance index?

- A.Ask for more money
- B.Perform variance analysis
- C.Develop performance forecast
- D.Submit a change request

4.项目经理被批准执行一个价值 1200 万美元为期三年的项目，6 个月后，25%项目已完成，项目团队开支为 400 万美元。计算完进度绩效指数和成本绩效指数后，下一步应该做什么？

- A.要求更多资金
- B.执行偏差分析
- C.制定绩效预测
- D.提交变更请求

5.A project manager presents the project plan to key stakeholders, citers stakeholder input, and obtains approvals. Later, a stakeholder says that a detail in the communications plan needs to be changed, the project manager discusses it with stakeholder and they agree to the suggested changes. What should the project manager do next?

- A.Create subsidiary documents in the communications management plan
- B.Generate a change request and submit it to the change control board

C.Keep the project plan as it has been approved by stakeholders

D.Change the communications plan and request takeholders' approval

5.项目经理将项目计划给相关方，并且获得他们的支持。后来，一个相关方说详细的沟通计划需要改变。项目经理和相关方讨论这个计划，他们也同意项目经理给出的调整建议。接下来，项目经理应该怎么做？

A.创建附属文件中的沟通管理计划

B.制定一个变更请求，并提交给变更控制委员会

C.项目计划不变，与之前相关方批准的保持一致

D.更改交流计划，并请求相关方的批准

6.When are key project constraints documented?

A.During definition activity

B.During planning

C.During initiation

D.At the kick-off meeting

6.什么时候开始识别项目关键制约因素？

A.在定义活动阶段

B.在计划编制阶段

C.在项目启动阶段

D.在项目启动会议上

7. When the project relies on external vendors and contractors, what document describes how the project management system will be used?

A.Statement of work

B.Memorandum of understanding.

C.letter of intent

D.Project management plan.

7.在项目依赖外部供应商和承包商时，下列哪份文件描述了如何使用项目管理系统？

A.工作说明书

B.谅解备忘录

- C.意向书
- D.项目管理计划

8. A project manager was being assigned to a large enterprise located in another country. The project manager has planned the project properly and conducted all the phases of the project with success. Currently, the project manager is collecting the lessons learned during the project. In what stage is the project manager?

- A.Initiating
- B.Planning
- C.Executing
- D.Closing

8.项目经理被分配到位于另外一个国家的大型企业。项目经理已经制定了合适的项目计划，并成功实施了项目各个阶段。目前，项目经理正在收集项目过程中的经验教训，项目经理目前处于哪个阶段？

- A.启动阶段
- B.规划阶段
- C.执行阶段
- D.收尾阶段

9.Current iteration ends, and the customer says the product didn't meet the acceptance criteria. As a scrum master the response is

- A.Add it in the next iteration backlog.
- B.Extend the duration of the iteration.
- C.Cancel the current iteration.
- D.Ignore the opinion from a customer, since the task is fixed during iteration.

9.目前的迭代结束，客户说产品没有达到验收标准。作为敏捷管理人员，响应是

- A.在下一个迭代列表中添加它。
- B.延长迭代的持续时间。
- C.取消当前迭代。
- D.忽略客户的意见，因为任务在迭代过程中是固定的。

10. A project manager runs a mission critical project with a tight schedule and budget constraints some activities are key dependencies for the other. Which of the following components should be monitored closely to keep the agreed upon project schedule baseline?

- A.Riske and their mitigation plan
- B.Activities on the critical path
- C.Overall change control
- D.To perform a task with less experience

10.项目经理在执行一项任务，日程非常紧张，项目预算也有限，活动之间是相互依赖的关系的。为了遵守约定的项目计划基准，下面哪个应该密切监查？

- A.风险和缓解计划
- B.关键路径上的活动
- C.整体变更控制
- D.由较少经验的资源执行的任务

11. A project team works, overtime to compensate for resource constraints. The project manager notices a conflict between two team members is causing a split in the project team ' s dynamics.What should the project manager do first to resolve the conflict and restore the project team ' s focus?

- A.Issue a verbal warring to the two team members causing the conflict
- B.Reallocate the resources to avoid future conflicts
- C.Meet with the team to identify key issues and allow open discussion to reslove
- D.Escalate the team conflict to the project sponsor

11.项目团队加班工作来补偿资源制约条件。项目经理注意到两名团队成员之间的矛盾正在导致项目团队精神动力的分散。项目经理首先应该怎么做来解决矛盾并恢复项目团队的注意力？

- A.给导致矛盾的两名团队成员签发口头警告
- B.重新分配资源，避免将来产生的冲突
- C.团队开会，确定关键问题所在，并允许公开讨论解决
- D.上报给项目发起人

12. During a weekly project governance meeting, the project manager observed a disagreement on a critical decision. The project manager intervenes by incorporating viewpoints, which leads to a consensus by both members. What conflict resolution technique did the project manager use?

A. Collaborate/problem solve

B. Smooth/accommodate

C. Compromise/reconcile

D. Force/direct

12. 在每周项目治理会议期间, 项目经理注意到两名成员对一个关键决定意见不一致, 项目经理介入双方多个观点和见解并进行干预, 最终达成两名成员的共识。项目经理使用了哪种冲突解决方法?

A. 合作、解决问题

B. 缓和、包容

C. 妥协、调解

D. 强迫、命令

13. A project to implement a new system has trouble launching due to extensive and contradictory discussions regarding the project deliverables. The project manager leaves the company and a new project manager is assigned to the task. What should be the first action for the new project manager?

A. Formalize the project management plan and communicate this to relevant stakeholders

B. Escalate to the project sponsor and request support in handling the ongoing discussions

C. Develop a work breakdown structure and communicate this to all relevant stakeholders

D. Formalize a project charter and request approval from the sponsor and key stakeholders

13. 启动实施项目新系统时会遇到麻烦, 由于对项目可交付成果的讨论广泛且矛盾。项目经理离开公司, 一个新的项目经理接手这个任务。那么新的项目经理首先应该采取什么行动?

A. 正式确定项目管理计划, 并传达给相关利益方

B. 将问题升级给项目发起人, 并请求支持处理正在进行的讨论

C. 制定工作分解结构, 并传达给所有相关方

D. 形成一套完整的项目章程, 并且能够得到项目发起人和关键相关方的支持

14. A stakeholder is requesting a major change to the project scope. The change is of vital importance to the stakeholder. The project manager performs the necessary analysis of the change and finds that, because of the impact on project cost and schedule. It needs to be approved by the change control board (CCB). The CCB denies the change. What should the project manager do next?

- A. Implement the change despite the decision made by the CCB, because the change is vital to the stakeholder and to the success of the project
- B. Include the decision from the CCB in the change log; notify the stakeholders and the project team of the situation
- C. Recommend that the project be stopped and new requirements gathering should be performed
- D. Meet with the CCB members individually to influence them to change their Decision

14.项目相关方要求对项目范围进行重大变更。该变更对于相关方来说至关重要。项目经理对变更开展了必要分析，现由于对项目成本和进度产生的影响，变更需要得到变更控制委员会（CCB）的批准，但 CCB 拒绝变更。项目经理接下来应该怎么做？

- A. 由变更委员会做出决定，因为这个变更对相关利益者以及整个项目的成功与否起至关重要的作用
- B. 接受变更委员会的决定，通知相关方和项目组这个情况
- C. 建议停止该项目，进行新的要求收集
- D. 与变更委员会成员单独会面，以此来影响和改变他们的决定

15. In an implementation project, the development phase has been outsourced to an offshore team. During the execution of the project, the off-shore team states that vital information to proceed in the development is missing. However, the on-shore design team has stated that all design documents have been provided. What could most likely be the cause of this situation?

- A. The communications management plan has not been created properly
- B. The two teams do not get along well with each other
- C. Project managers lack communication skills
- D. The risk management plan has not been created properly

15. 在一个实施项目中，开发阶段工作已经外包给一支海外团队。在执行项目期间，海外



团队通知说有重要信息遗漏，但是国内设计团队说已经提供所有设计文档。造成这这种情况最有可能的原因是什么？

- A.未正确创建沟通管理计划
- B.两支团队相处得不好
- C.项目经理缺乏沟通技巧
- D.未正确创建风险管理计划

16.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 operation group
- C.Project performance reports
- D.The cause of project termination

16.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转移给运营小组
- C.项目绩效报告
- D.项目终止原因

17.A project manager discovers a key feature of the deliverable deviates from the customer's original specification, but meets quality and legal requirements with budget and schedule constraints team members suggest keeping the original design. While other team members insist on modifying the design to meet the customer's requirement. After negotiation, the final decision is to keep the current design. The project manager should take which of the following actions next?

- A.Follow the risk response matrix
- B.Change the quality plan
- C.Update scope management plan
- D.Follow the change management procedure

17.项目经理发现可交付成果的一个关键功能与客户的原始规范存在偏差，但是满足质量和

法律要求。在预算和进度都有制约的情况下，一些团队成员建议保留原始设计，而另一些团队成员坚持修改设计，满足客户的需求。协商之后，最终决定是保留当前设计。项目经理下一步应该采取下列哪一项措施？

- A.遵循风险响应矩阵
- B.变更质量计划
- C.更新范围管理计划
- D.遵循变更管理程序

18. A team member monitoring the processes looks at the project's control chart, there are six consecutive points below the mean, but within control limits. The project manager should take which of the following actions?

- A.Adjust the process.
- B.Create an Ishikawa diagram
- C.Conduct a Design of experiments
- D.No action is required

18.一名监控流程的团队成员正在查看产品的控制图，有六个连续的点低于平均值，但是都在控制值范围内。项目经理应采取下列哪种行动？

- A.调整流程
- B.创建石川图
- C.执行实验设计
- D.不需要采取任何行动

19. A two-year project is 50% complete has a schedule performance index of 1.05 and a cost performance index of 1.02, A new project enters the portfolio and is deemed a higher priority than the current project. As a result, the current project loses three key resources, despite tossing resources, the project manager is asked by senior management to complete the project on time and within budget without additional resources.

- A.executive resources balance
- B.crashing
- C.change the project baseline

## D.implement deviation analysis

19. 一个为期两年的项目完成了 50%,进度绩效指数 1.051 和成本绩效指数 1.02。一个新的项目进入投资组合,被视为一个优先级为高于当前的项目。因此,目前项目失去了三个关键资源。尽管资源紧张,但是高级主管仍然要求项目经理按时完成项目,并且按照预算且不会有额外的资源补给,此时应当采取的措施是 ( )

- A 执行资源平衡
- B.赶工
- C.变更项目基准
- D.实施偏差分析

20.A project team includes a resource who is also committed to four other projects.The manager knows that this resource may be unavailable at the times.The project manager plans to continuously evaluate the project ' s progress and to make a contingency plan around the resource ' s availability。Of what is this an example?

- A.Accept risks    B.Avoid risks    C.Transfer risks    D.Control risks

20.项目团队包括一名资源,但该资源同时致力于其他四个项目。项目经理得知资源在项目期间不可用。项目经理计划持续评估项目的进展,并根据资源的可用性制定应急方案。这属于风险应对的哪一项实例?

- A.接受风险
- B.回避风险
- C.转移风险
- D.控制风险

21. Faced with the sharp decline of the company's latest active users of a mobile game, the company's marketing department proposed to reduce the cost of the game, while the company's R&D Department believed that the main reason is that a competitor launched a more popular new game, and should invest in the development of an updated game. The company's management commissioned a business analyst to carry out a business analysis on this issue. The final conclusion is that the recent air-conditioning system failure in the data center where the game is located affects customer perception and leads to the decrease of active users. For this

business conclusion:

- A. Very failed, because the solution did not end up on the project.
- B. Success, but the solution to the problem does not require a project approach
- C. Very failed because it did not solve business problems.
- D. Success, because that's the best way to save money.

21. 面对公司最新的某款手游活跃用户急剧下降，公司市场部建议下调游戏的资费，而公司研发部则认为主要是某竞争对手推出了某个更加风靡的新款游戏，应投资开发一款更新的游戏。公司管理层委托某商业分析师就该问题开展商业分析，最后结论居然是：由于游戏所处的数据中心最近空调系统经常出现故障导致系统故障影响了客户感知导致了活跃用户的减少，对于该商业结论：

- A. 非常失败，因为解决方案没有最终落地为项目
- B. 成功，只是问题的解决方案不需要采用项目的方式
- C. 非常失败，因为没有解决商业问题
- D. 成功，因为这样才是最省钱的方式

22. The project deliverables are approved and the project manager receives payment for the final invoice. A procurement audit is performed. Who provides formal authorization for the closure of the project?

- A. Project team
- B. Subject matter expert
- C. Project sponsor
- D. Project expediter

22. 项目可交付成果获得批准，且项目经理收到最终付款。目前正在执行采购审计。谁会提供项目收尾的正式授权？

- A. 项目团队
- B. 主题专家
- C. 项目发起人
- D. 项目联络员

23. Each data point in the chart represents a project's reporting period. What is the status of the

project in reporting period eight?

- A.Over budget and behind schedule
- B.Under budget and behind schedule
- C.Under budget and ahead schedule
- D.Over budget and ahead schedule

23.图表中每一个数据点都代表一个项目的报告期当前项目周期 8 的状态如何?

- A.超出预算, 落后于进度
- B.在预算内, 落后于进度
- C.在预算内, 超前于进度
- D.超出预算, 超前于进度

24. Team member A wants to leave the team, complaining about team member B.s personality.

What should the project manager do?

- A.Talk with both team members separately to understand the facts about their current relationship
- B.Advice team member A that team member B. will be removed from the project
- C.Address the conflict in a team meeting and facilitate a resolution
- D.Ask the team members to tiy to work together until the end of the project

24.团队成员 A 希望离开团队, 不断抱怨团队成员 B 的个性, 项目经理应该怎么做?

- A.与二名团队成员分别谈话, 了解他们当前关系的真实情况
- B.告知团队成员 A 会把团队成员 B 从项目中开除
- C.解决团队会议上的冲突, 并促进解决方案
- D.让团队成员尝试合作到项目结束为止

25.The sponsor asks the project manager to stop the project because the allocated budget is depleted. What should the project manager do next?

- A. Negotiate with vendors to finish the outstanding tasks
- B.Prepare a final report to document project issues and deliverables
- C.Update the project chapter to reflect the project end date
- D.Prepare a change request to update the project scope

25.项目发起人要求项目经理停止项目，因为分配的预算已花完。项目经理接下来应该怎么做？

- A.与客户谈判完成剩余任务
- B.准备最终报告，记录项目问题和可交付成果
- C.更新项目章程，并反映最终日期
- D.准备变更请求，更新项目范围

26. Three months into a 12-month project, the schedule performance index (SPI) is 0.99. Three months later, the SPI shows that the project is significantly behind schedule. The project manager realizes that the customer did not make decisions on the new requirements. What could be the reason for this?

- A. There is no integration management plan
- B. There is no quality management plan
- C. There is no risk management plan
- D. There is no change management plan

26. 一个为期 12 个月的项目进入第 3 个月时，进度绩效指数 (SPI) 为 0.99，三个月后，SPI 显示项目明显落后于进度。项目经理认识到客户没有对新的需求做决定，产生这种结果的原因是什么？

- A. 没有整体管理计划
- B. 没有质量管理计划
- C. 没有风险管理计划
- D. 没有变更管理计划

27. A team finishes a large project, but the customer is dissatisfied with the product and claims the project is incomplete. To what should the project manager refer to determine if the team has met its customer obligations?

- A. Project scope statement
- B. WBS
- C. Project charter
- D. Verified deliverables

27.项目团队完成了一个大型项目，但是客户对产品不满意，并称目标未完成。若要确定团队是否已经满足了对客户的义务，项目经理应该查阅哪一份文件？

- A.项目范围说明书
- B.工作分解结构（WBS）
- C.项目章程
- D.核实的可交付成果

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

- A.Collaborate
- B.Smooth
- C.Force
- D.Withdraw

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

- A.合作
- B.缓解
- C.强迫
- D.撤退

29. Which one of the following is true about tacit knowledge?

- A.Information held by a person about a business, project or activity.
- B.It is a risk, when it is held by one person.
- C.Undocumented information.
- D.All of the above.

29.关于隐性知识，下列哪一项是正确的？

- A.由某人持有的关于商业、项目或活动的信息。

- B.这是一种风险，当它由一个人持有。
- C.未经证实的信息。
- D.以上所有

30.An international company is looking to expand its organization. Part of this expansion plan includes establishing a series of branch offices in selected geographical locations. The sponsor has drafted the project charter, who is now seeking the project manager's help finalizing the content.

Below is an excerpt of the current version of the charter. Project charter excerpt:

Overall purpose, expand the company's presence in growing marketing markets and offer more local access to private customers.

Objectives:

- Establish several branch offices.
- Increase the number of private customers -Offer a range of services.

High level risks:

- Limited knowledge of local conditions, rules and regulations -A rapidly developing unstable market-Large number of competitors looking at the same opportunities
- What should be further improved in the project charter to increase the chances of a Successful completion and acceptance?

- A.Improve the project's purpose to clarify the overall goal
- B.Improve the risks by developing a set of clear risk response strategies
- C.Improve the objectives and add definitive measure to each of them
- D.Leave the charter and start converting this into a project management plan

30.一家跨国公司希望扩张组织。其扩张计划的其中一部分包括在选定地理位置建立一系列分支机构。项目发起人已经草拟了项目章程，现在正在寻求项目经理的帮助，最终确定项目章程的内容。以下是当前版本项目章程的摘录。

项目章程摘录：

总体目的，扩大公司在成长市场的影响力，向私人客户提供更多的本地接入服务目标：-建立多个分支机构。-增加私人客户的数量-提供一系列服务。高层次风险：-对当地条件、和法规的认识有限-快速发展的不稳定市场-大量竞争对手都在关注相同的机会。



为了提高验收成功的机会，我们应该怎么样来进一步完善项目章程呢？

- A.明确该项目的目的，以更好的明确总体目标
- B.制定一套完善的风险应对策略
- C.改进目标，明确每个人的措施和方法
- D.撇开章程，而是转换到项目管理计划上

31. While testing a new network infrastructure, the supplier identifies that a component must be upgraded due to a potential hardware defect. What should the project manager do to effectively manage the project?

- A. Generate change requests
- B. Perform change analysis
- C. Perform RACI analysis
- D. Revise the stakeholder register

31. 项目经理正在测试新的网络基础设施时，供应商发现由于存在硬件缺陷，一个组件必须升级，那么，项目经理接下来应该怎么做？

- A. 生成变更请求
- B. 执行变更分析
- C. 更新 RACI 矩阵
- D. 修订相关方登记册

32. Halfway through a multiphase project, the sponsor terminates the work because there is no longer an organizational need for the project. This could have been avoided if:

- A. More effort was spent on developing the project management plan
- B. The project business case was properly developed
- C. Legal requirements were analyzed at the start of the project
- D. The project statement of work was more detailed.

32. 在一个多阶段项目的中途，由于对该项目不再有组织上的需求，发起人终止了项目工作。下列哪种情况可以避免这个现象？

- A. 在制定项目管理计划时多花些精力
- B. 正确制定项目商业论证

- C.在项目开始时分析法律要求
- D.更为详细地描述项目工作说明书

33. An organization receives proposals from five pre-qualified sellers for provision of services for a project. Selection of a seller will be based upon evaluation of several qualitative criteria. It is now required to shortlist two sellers based upon the proposals submitted. What tool or technique should the project manager use to establish the shortlist?

- A.Seller rating system
- B.Weightting system
- C.Contract negotiation
- D.Independent estimates

33. 一家组织收到五家资格预审合格的项目服务供应商的建议书，供应商的选择将以多项指定标准的评估为基础，现在要求根据提交的建议书缩减到二名供应商若要获得缩减名单，项目经理应该使用下列哪项工具或技术？

- A.供应商分级系统
- B.加权系统
- C.合同谈判
- D.独立估算

34. Before seeking endorsement of the project plant, the project manager prepares a stakeholder anatyis. Which of the following should the project manager identify?

- A.Methods or technologies to be used convey the project plan
- B.Level of participation for each identified stakeholder
- C.Stakeholders according to their judgment and expertise
- D.Roles, interests, expectations, and influence of the stakeholders

34. 寻求项目计划获得批准之前，项目经理准备了一份相关方分析，项目经理应该识别下列哪一项？

- A.传达项目计划的方法或技术
- B.每位识别的相关方参与度
- C.根据判断和专业知识识别相关方

D.相关方的角色，兴趣，期望和影响

35. A current project has a total of 10 stakeholders, while a previous project had 5. How many more communication channels does the current project have?

A.5

B.10

C.35

D.45

35.当前项目共有 10 名项目相关方，而之前完成项目只有 5 名相关方，请问当前项目增加了多少沟通渠道？

A.5

B.10

C.35

D.45

Two months into a designed project, the customer requested a modification to the project. The change was made without notify the project manager. During the final testing phase, result was different from what was planned for. This scenario is an example of which of following?

A.Poor definition of the test plan

B.Poor development of quality management

C.Poor use of scope change control

D.Poor adherence to the communication plan

36.在一个设计项目开始两个月后，客户要求对产品作修改。在没有通知项目经理的前提下就做了这项变更。在最终测试阶段，测试结果与当初计划不同。这种情况是下列哪项例子？

A.测试计划定义不完善

B.质量管理计划编制不完善

C.使用范围变更控制的技能差

D.不坚持沟通计划

37. In agile development team, the developer estimates the time required to complete an activity,

assuming there are no interruptions, so that work can be completed 100% efficiently is called,

- A.Shuffle Time.
- B.Cycle Time.
- C.Actual Days.
- D.Ideal Time.

37.在敏捷开发团队中，开发人员估计完成一项活动所需的时间，假设没有中断，这样就可以有效地完成 100%的工作，该时间称为（ ）。

- A.搁置时间。
- B.周期时间。
- C.实际时间。
- D.理想的时间。

38.During the execution of the project, the customer reviews the project status with project manager. The customer realizes that expected work was not included in the statement of work. What is the next step the project management should take?

- A.Submit the change request to the change control board for approval
- B.Review the project schedule to accommodate the new request
- C.Invoke the change request process
- D.Perform fast tracking to exceed customer' s expectations

38.在项目执行期间，客户与项目经理一起评审项目状态，客户意识到预期工作未包含在工作说明书中。项目经理下一步应该采取什么措施？

- A.将变更请求提交给变更控制委员会批准
- B.评审项目进度表适应新的请求
- C.调用变更请求过程
- D.实施快速跟进，以超出客户期望

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

- A.Create a RACI chart

- B.Consolidate the role of the leadership
- C.Negotiation for new team member with stronger skills
- D.Use reward and coercive power to motivate the team

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

- A.创建 RACI 图
- B.巩固领导团队的角色
- C.协商获得具有更高技能的新团队成员
- D.使用奖励和强制权利激励成员

40.On a construction project, the plumbing work is in progress when the client requests a change.

The project manager should do which of the following first?

- A.Refuse to make the change, because it will increase the project costs.
- B.Refer to the project management plan to see how the change should be handled
- C.Refer to the contract to see if there is any clause pertaining to this situation
- D.Make the change science the client requested it

40.在一个施工项目,管道工程正在进展中时,客户请求一项变更.客户需要额外的管道出口,这将会增加管道工程的成本.项目经理首先应该怎么做?

- A.拒绝变更,因为会增加项目成本
- B.查阅项目管理计划,看看应如何处理变更
- C.查阅合同看是否有与这种情况有关的任何条款
- D.做出变更,因为客户要求

41.During quality control, the project manager discover results that exceed the control limits for product A more often than stated in the quality metrics. The project manager decides to initiate a quality bandit, who should perform the audit?

- A.Company or external auditors
- B.The team member responsible for product
- C.Other team members
- D.The project manager

41.在质量控制期间,项目经理发现超出产品 A 的控制限值结果比质量测量指标中规定的频率高。项目经理决定启动质量审计。谁应该执行质量审计?

- A.公司或外部审计员
- B.负责产品 A 的团队成员
- C.其他团队成员
- D.项目经理

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

- A.Cost-benefit anafysis
- B.Life cycle cost analysis
- C.outsourcing technique
- D.Make-or-buy analysis

42 开发并部署公司产品的项目预算为 \$1000 万美元。项目经理必须规划项目并在 12 个月内完成工作,在与相关方讨论之后,项目经理评估是否可以由内部员工开发产品。项目经理应使用下面哪一项技术?

- A.成本-效益分析
- B.生命期成本分析
- C.外包技术
- D.自制或外购分析

43.A project manager documents a client ' s high-level requirements for a new system development project During these discussions, the project manager realizes that they each have different understanding of the requirements. What should the project manager do next?

- A.Wait until the client decides what they want.
- B.Write a report explaining the client' s requirements as the project manager understood
- C.Schedule a meeting with the client to clarify the requirements.
- D.Proceed with the project as understood.

43.项目经理记录一个客户的新系统开发项目的高层次需求。讨论过程中,项目经理意识到客户中每个人对需求有不同的理解。项目经理接下来应该怎么做?

- A.等待客户决定他们想要的是什么
- B.编写一份报告,按项目经理的理解解释客户的需求
- C.安排一次与客户的会议,澄清需求。
- D.继续按理解执行项目

44. A stakeholder states that they did not receive the root cause analysis regarding an issue talked in recent meetings during a recent project status meeting. The project manager discovers that the stakeholder is not included in the name list. What should the project manager do next?

- A.Reference the risk register
- B.Update the communications management plan
- C.Perform a change request
- D.Update the stakeholder register

44.在近期项目状态会议上,一名相关方表示未收到近期会议上提出的某个问题的根本原因分析。项目经理发现该名相关方没有包含在报告分发名单中。项目经理首先应该怎么做?

- A.参考风险登记册
- B.更新沟通管理计划
- C.执行变更请求
- D.更新相关方登记册

45.A project manager must create the project management plan. Which of the following should be included in the project management plan?

- A.Cost performance baseline, quality control plan, performance reports, and schedule baseline
- B.Project scope statement, scope baseline, schedule baseline, and risk management plan
- C.Procurement documentation, work baseline structure, change requests, and quality management plan
- D. Procurement management plan, cost performance baseline, quality performance report, and procurement documentation.

45.项目经理必须创建项目管理计划。下列哪一项应包含进项目管理计划中?

- A.成本绩效基准、质量控制计划、绩效报告和进度基准
- B.项目范围说明书、范围基准、进度基准和风险管理计划
- C.采购文档、工作基准结构、变更请求和质量管理计划
- D.采购管理计划、成本绩效基准、质量绩效报告和采购文档

46. A project manager is assigned to project that is in progress. In which of the following document would a new project manager find information regarding the scope baseline?

- A.Project management plan
- B.Project scope statement
- C.Project charters
- D.Project requirements

46. 一名项目经理被任命管理 一个正在进行当中的项目。新项目经理可以在下列哪一份文件中寻找基准方面的信息?

- A.项目管理计划
- B.项目范围说明书
- C.项目章程
- D.项目需求

47. A Project manager completes three months of work with a cost variance of \$-3,000. Which of the following does the earned value analysis show?

- A.Favorable; the project is performing more efficiently than planned
- B.Unfavorable; the project is performing less efficiently than planned
- C.Favorable; the project is ahead of schedule
- D.Unfavorable; the project is behind of schedule

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

- A.有利；项目的执行效率比计划高
- B.不利；项目的执行效率比计划低
- C.有利；项目提前于进度
- D.不利；项目落后于进度



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

- A. Meet with several external vendors to generate solutions to the issue
- B. Implement proper tools and techniques to solutions as soon as possible
- C. Identify another external vendor that could provide a similar produce
- D. Assess impact of this risk to the project, activate the risk response plan, communicate with t stakeholders.

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

- A. 与多名外部供应商开会，生成针对该问题的解决方案
- B. 执行正确的工具和技术，在识别问题后尽快解决问题
- C. 识别其他能够提供类似产品的外部供应商
- D. 评估风险对项目的影响,实施风险应对计划，并与相关方沟通

49. A over-budget project has yet to be completed. What should the project manager do due to the current contract is a cost-plus project contract.

- A. Conduct a procurement performance review
- B. Change the vendor contract to fixed price
- C. Withhold payment until completion of the contracted deliveries
- D. Implement a strict change control process

49. 一个超出预算的项目还未完成，由于供应商合同是成本加利润合同，请问项目经理接下来该怎么做？

- A. 执行采购绩效审查
- B. 将供应商合同变更为固定总价合同
- C. 暂停支付，直至完成合同约定的可交付成果为止
- D. 实施严格的变更控制过程

50. Which of the following inputs are included in integrated change control?

- A. project management plan, change requests and work performance report
- B. lesson learned, project plan updates and work performance information

C.additional planning and corrective measure

D.Change control system

50.下列哪一项包含在整体变更控制之内?

A.项目管理计划、变更请求和工作绩效报告

B.经验教训、项目计划更新和工作绩效信息

C.额外的规划和纠正措施

D.变更控制系统

51.A project sponsor asks for a modification to a deliverable. The request is reviewed and approved. What is the project manager first task?

A.Review the project' s change management process

B.Gather input from the team members and prepare a risk assessment.

C.Identify the work required to make the change

D.Update the change request status in the change log.

51.项目发起人要求对某个可交付成果进行修改。该请求经过了评审和批准。项目经理的首要任务是什么?

A.评审项目的变更管理流程

B.收集团队成员的意见和准备风险评估

C.确定工作需要,以便做出改变

D.更改日志中的变更请求状态

52. While reviewing the project managent plan,the project manager determines that cost performance index is 0.8 and schedule performance index is 0.7.Which of the following is occurred?

A.A key stakeholder was not adequately involved

B.The project is over performing

C.The project is under performing

D.The project manager determined there was scope creep

52.审查项目管理计划时,项目经理确定成本指数为 0.8,而进度绩效指数为 0.7,发生下列一项?

- A.关键相关方未充分参与
- B.项目执行超前
- C.项目执行欠佳
- D.项目范围蔓延

53.Although the first two deliverables are complete, a project had been canceled due to the financial issue. What should the project manager do?

- A.Deliver project documentation to the customer and finish the contract
- B.Validate the acceptance of the deliverables and transfer to the customers
- C.Document lessons learned and formalize project closes
- D.Submit closing documentation and release the resource

53.项目有两个可交付成果是完整的，但由于财务原因，项目被取消，请问项目经理接下来该怎么办？

- A.向客户交付项目文档并完成合同
- B.核实可交付成果，并将其交付给客户
- C.记录项目失败教训并确定项目收尾程序
- D.提交项目收尾文件并进行资源遣散

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

- A.Revise the scope and communicate to stakeholders according to the communication management plan.
- B.Instruct the team member to complete the extra tasks, knowing that it will not affect project baseline.
- C.Advise the team member to document the additional effort, and create a change
- D.Appoint another team member so that the work package can be completed without the project.

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

- A.修改范围，并按照沟通管理计划与相关方沟通

- B.指示团队成员完成额外任务，知道其将不会影响项目基准
- C.建议团队成员记录额外的工作量，并创建变更请求
- D.任命另外一名团队成员，使工作包可以在不延迟项目的情况下完成

55. A project manager is assigned to a project in the execute. The project manager identified several risks which cause the team to concern. In order to solve the risk, what should the project manager do?

- A.update the risk register and plan risk responses
- B.review the risk management plan
- C.share the updated risk register with all the team member
- D.review the project management plan

55.项目经理被任命一个处于执行阶段的项目。项目经理识别到几个导致团队担心的风险，为了规避这个风险。项目经理应该怎么做？

- A.更新风险登记册和制定风险应对计划
- B.审查风险管理计划
- C.与所有团队成员分享更新的风险登记册
- D.审查项目管理计划

56. Agile projects are popular, more new knowledge, more changing needs, more diverse teams, etc. Project management methods must pay more attention to how to adapt to agile projects. Therefore, the project manager's focus is to create a cooperative atmosphere to ensure that the team can cope with changes, because:

- A.Integration is no longer as important as traditional projects.
- B.The more adaptable the project is, the more opportunities the team should have for independent decision-making.
- C.The knowledge of project managers is difficult to meet the needs of Agile Projects
- D.In agile projects, project managers are easily overhead

56.敏捷型项目大行其道，更多新的知识、更多变的需求，更多元的团队，等等，项目管理方法必须更加关注如何适应敏捷型项目，因此项目经理的关注点在于营造一个合作型的氛围，确保团队能应对变更，这是因为：

- A.整合已经没有象传统项目那么重要了
- B.越是适应型的项目，越应该给予团队更多自主决策的机会
- C.项目经理的知识难以满足敏捷型项目的需要
- D.在敏捷型项目中，项目经理容易被架空

57. During the development of a key activity, a key team member announces that he will leave the project. This risk was not previously identified as part of the risk assessment. This is likely to impact the project schedule. What should the project manager do first?

- A. Negotiate a delay in the project delivery date with the customer.
- B. Propose a change request to reduce the complexity of the critical activity
- C. Evaluate and assess the impact to the project schedule and cost.
- D. Schedule an urgent meeting with the human resources department.

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

- A. 与客户协商推迟项目交付日期
- B. 提出变更请求减少关键活动的复杂性
- C. 评价和评估对项目进度和成本的影响
- D. 与人力资源部门安排一次紧急会议

58. Company A completed a project to a client. However, it was not on the shortlist for a next project. Company A was sure that the relationship with the client was damaged during the previous project's cooperation. What tools or techniques should the project manager of Company A use to maintain the relationship with client?

- A. To collect feedbacks from the client to measure it's satisfaction at the end of each phase
- B. To contact the client to make sure why was it not on the shortlist
- C. To create a quality management plan at the start of the project
- D. To performed a risk assessment at the end of each phase

58. 公司 A 向客户交付了一个项目。但是，在下一个项目中，客户没有将公司 A 列入合作名单中，公司 A 确定与客户的关系在上一个项目的执行过程中被破坏了。公司 A 的项目经理应使用什么工具或技术来确保与客户保持良好的关系。

- A.在每个阶段结束时通过收集客户的反馈测量客户的满意度
- B.联系客户确定不在名单中的原因
- C.在项目开始时创建质量管理计划
- D.在每个阶段结束时执行风险评估

59. You have taken over a project from another manager who left the firm. This is a functional organization and the different units are often rather hostile to each other. The project is a large one involving activities that the organization has never done before. You find that the project has what appears to be adequate documentation, including an agreed to project charter, project management plan, WBS, etc., The project is on schedule and within budget. However, the atmosphere in meetings with the project members often seems tense, and offhand comments made by participant seem to indicate a high level of dissatisfaction with the project. You review all the major project documents with the key stakeholders and get agreement that they are still accurate, but this does not seem to solve the problem. What is the MOST likely explanation for this situation?

- A. There are personality conflicts among the project team members that you need to uncover and resolve.
- B. The project does not have an effective sponsor and thus is not viewed as a high priority.
- C. Stakeholders have very different expectations about what the project is supposed to accomplish.
- D. The organizational structure and dynamics prevent people from working together effectively.

59. 由于另外一位项目经理离职，你接手了他的项目。你所在的公司是一个职能型的组织，不同部门之间互相充满敌意。你负责的这个项目是一个大型的项目，项目活动均是公司之前没有接触过的。你发现项目文件还是比较齐全，包括项目章程、项目管理计划和工作分解结构等等。项目进度和预算均在计划内。然而，团队会议上的气氛总是很紧张，与会者即兴的发言充分表明他们对项目非常不满。你和主要相关方评估了所有的主要项目文件，大家一致认为这些文件都还是很准确的，但这种举措似乎没有解决实际问题。出现此种问题的最佳原因应该为：

- A. 团队成员之间存在个性冲突，需要你来发现并给予解决
- B. 此项目没有一个有效的发起人，所以没有较高的优先级

- C.相关方对项目的完成结果存在不同的期望
- D.公司的组织结构及动因妨碍了团队成员之间有效的协作

60.In a project with fixed-price contract, the project manager believes that the customer last change request could impact the schedule. What should the project manager do next?

- A.Meet with the stakeholders
- B.Meet with the team
- C.Follow the change control process
- D.Renegotiate the remainder of the contract

60.在一个固定总价合同的项目中, 项目经理认为客户的最后一个变更请求可能会影响到项目进度, 项目经理接下来应该怎么做?

- A.与关系人开会
- B.与团队开会
- C.遵循变更控制流程
- D.就合同剩余部分重新谈判

During project execution, a stakeholder presents an approved change request to the project manager, who is unaware of this request. What should the project manager do next?

- A.Advise the stakeholder of the change control process.
- B.Create a new change request.
- C.Reject the change request.
- D.Implement the change request.

61.在项目执行期间, 相关方向项目经理提供一份已经批准的变更请求, 但项目经理却不知道这项请求。项目经理接下来应该怎么做?

- A.通知相关方变更控制流程
- B.创建一个新的变更请求过程
- C.拒绝变更请求
- D.实施变更请求

A client wants additional work completed without the project's delay. What should the project

manager do first?

A.advice the client that this request will be difficult to accommodate

B.implement the change as client satisfaction goal

C.escalate to senior management to obtain approval

D.issue a change request to capture the client' s requirements and evaluate project

62.客户希望在不改变完工日期的情况下完成额外工作。项目经理首先应该怎么做?

A.通知客户此时难以满足这项需求

B.实施变更。因为客户满意度是项目目标

C.上报高级管理层获得批准

D.签发变更请求, 收集客户的需求, 并评估对项目的影响

A new project manager assume a project after a phase closing. The new project manager aspects that there were delays during the previous phase.What should the project manager review to confirm this?

A.Lessons learned

B.Project chapter

C.Schedule performance index (SPI)

D.Work performance reports

63.一名新项目经理在项目的某个阶段收尾结束后接受管理该项目。新项目经理怀疑在前一个阶段中存在延误。要确认这一点, 项目经理应该审查下列哪一项?

A.经验教训

B.项目章程

C.进度绩效指数(SPI)

D.工作绩效报告

64. A task of a project that includes the customer staff resources will occur during a weekend. And the project manager realized that the resource manager rejected to pay the overtime three days before the weekend. So, he must reschedule the tasks. Which of the following should the project manager do to avoid this issue?

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



- B. Advise the customer about the importance to finish the task
- C. Ask the customer's staff to inform their human resources manager about the issue
- D. Identify all the project stakeholders

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

- A. 将加班费包含在项目预算中
- B. 告知客户周末完成这项任务的重要性
- C. 让客户的员工将加班情况通知他们的人力资源经理
- D. 识别所有项目相关方

65. Initial acceptance testing begins on a system upgrade project that is on time and budget. Unexpectedly, the system receives low satisfaction ratings from the staff due to terminology used in the system. What should be done before test to avoid this happen?

- A. Identify the most commonly used terminology by using Delphi research
- B. Understand the organizational culture of the staff stakeholder communication Stakeholders process
- C. Submit a FAQ list to senior information technology managers
- D. Create a process to familiarize the staff with industry standard terminology

65. 一个满足时间和预算要求的系统升级项目开始进行初步验收测试。

出乎意料的是由于大量术语的运用，导致系统收到来自员工的低满意度评价。为避免这种情况，应该事先执行什么工作？

- A. 通过使用德尔菲研究识别最常用的术语
- B. 在识别相关方的过程中，了解员工相关方群体的组织文化
- C. 向公司的高级信息技术管理层提交一份重要问题清单
- D. 创建一个流程，让员工熟悉行业标准术语

66. After a project is approved by the sponsor, a project manager is assigned. Which of the following should the project manager review first?

- A. Vendor contract

- B.Approved project charter
- C.Approved project budget
- D.Customer requirements

66.在发起人批准项目后，任命了项目经理。项目经理应首先审查下列哪一项？

- A.供应商合同
- B.批准的项目章程
- C.批准的项目预算
- D.客户要求

The sponsor of a muhiphase project quits the company. The project is docked and is meeting its objectives. The resourcing budget is in place. What should the project manager do next?

- A.Assess the continuous project need by agree of the superior of the sponsor quit
- B.immediately start the project closing process
- C.check alignment with the business study and continue if it is valid
- D.delay reassessment till the prefect funding has been used at the end of the project

67.一个多阶段项目发起人离开公司，项目文件已获得批准并满足其目标。资源预算已到位。

项目经理接下来应该怎么做？

- A.在离开组织的发起人的主管同意下，评估项目的持续需求
- B.立即开始项目收尾过程
- C.检查与商业论证的符合性，如果有效则继续需求
- D.延迟重新评估，直至项目结束资金已经完全使用

research engineer discovers a process that could reduce the situation of waste of est-selling production. The president of the company wants to use this new process, but he worries about the cost. What would be the next step for the project manager?

- A.Define the scope
- B.Prepare a business case
- C.Develop a project management plan
- D.Create a project charter

68.工程师发现了一种工艺，能够减少热销产品的浪费情况，公司总裁希望采用这种新工艺，

但却担心成本问题。项目经理的下一步措施是什么？

- A.定义范围
- B.准备商业论证
- C.制定项目管理计划
- D.创建项目章程

A project can be broken into the following activities:Activities

Activities	Predecessor	Duration (weeks)
A	开始	2
B	A	1
D	B	5
C	开始	6
E	C	7
F	D, E	1
END	F	---

Activities A will be delayed by six weeks due to the unavailable resources. What influence will happen to the project?

- A.The project will be delayed by 6 weeks
- B.The project end date will not change
- C.Activities F will be delayed by 5 weeks
- D.The project will be delayed by 1 week

69.一个项目可以分解为以下活动：

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	---

如果某资源不可用，导致活动 A 延期六周，则对项目有什么影响？

- A.项目会被延期 6 周
- B.项目不会被延期
- C.活动 F 将被延期 5 周开始

D.项目将被延期 1 周

70.The project manager learns that a new standard was approved which will require a change in scope. To identify who should receive the information regarding the change request, the project manager should refer to the:

- A.Stakeholder register
- B.Communication method register
- C.Communications management plan
- D.Change control document

70.项目经理了解到一份获得批准的新标准将导致范围变更。为了确定谁应该接收变更请求相关信息。项目经理应该参考：

- A.相关方登记册
- B.沟通方法登记册
- C.沟通管理计划
- D.变更控制文件

71.The project manager scheduled a kick-off meeting with five stakeholders. Each stakeholder has a different responsibility in the organization. What are the stakeholders' roles at the kick-off meeting?

- A.Sign-off on the project
- B.Demonstrate commitment to project success
- C.Provide input into resource allocation
- D.Identify risks to the project

71.项目经理安排了五名项目相关方召开的启动大会。每名项目相关方在组织中承担的职责不同。项目相关方在启动大会中的作用是什么？

- A.正式签署同意该项目
- B 对项目成功做出承诺
- C 为资源分配提供意见
- D 识别项目风险

72. A new sponsor takes over a project in the execution phase. The sponsor directs manager to stop approving the project resources timesheets. Instead, the sponsor assigns task to another team member. To re-establish control, what should the project manager do next?

- A. Organize a meeting with the sponsor to establish a new approval process.
- B. Follow the new sponsor's instruction and delegate the task to the team
- C. Refer the sponsor to the human resource management plan
- D. Refer the sponsor to the authority provided in the project charter

72. 一名新项目发起人接管一个处于执行阶段的项目。项目发起人要求项目经理停止同意项目资源时间表。相反, 发起人将该任务分配给另一名团队成员。若要重新确立控制权, 项目经理下一步应该做什么?

- A. 组织与项目发起人召开会议, 确定新的批准流程
- B. 遵循新项目发起人的指标, 将任务委托给团队成员
- C. 让项目发起人参考人力资源管理计划
- D. 让项目发起人参考项目章程中提供的职权

73. During the project, an incident occurs which impacts the cost of the project, but not the time the event was previously identified as a potential risk by the project team. What should the project manager do to limit the impact of the incident on the project cost?

- A. Refer to the risk register to determine the appropriate and agreed upon response
- B. Analyze the incident, including impact in cost and time, and create a change request
- C. Develop a workaround and implement this immediately to minimize cost overruns
- D. Perform a sensitivity analysis to determine the flexibility in cost overruns by different responses

73. 在项目过程中, 发生了一个意外。该事件影响了项目成本, 但是未影响到时间。该事件之前被项目团队识别为一项潜在风险。若要限制该事件对于项目成本的影响, 项目经理应该怎么做?

- A. 查看风险登记册, 并确定适当和既定的应对措施
- B. 分析该事件, 包括对成本和时间的影响, 并创建变更请求
- C. 制定权变措施, 并立即实施, 尽可能减少成本超支
- D. 执行敏感性分析, 确定不同应对的成本超支灵活性

74.A steering committee finds a project is poorly planned and wants it terminated. The project manager is asked to initiate the project closure. What should the project manager do?

- A.Verify the project scope
- B.Distribute the project information
- C.Report project performance results
- D.Review the project documentation

74.指导委员会发现某项目的计划很差，希望终止该项目。项目经理被要求启动项目收尾。项目经理应该怎么做？

- A.核实项目范围
- B.发布项目信息
- C.报告项目绩效结果
- D.审查项目文件

75.During the project initiation phase, the project manager becomes aware that the stakeholders may be influencing the project in multiple positive and negative ways. What should the project manager do in this situation?

- A.Assign a task to top management and the project sponsor to reduce the number of stakeholders
- B.Perform a stakeholder analysis and group the stakeholders by using a power/interest grid
- C.Concentrate management actions on key stakeholders
- D.Update the risk register

75.在项目启动阶段，项目经理得知相关方可能以多种积极和消极的方式影响项目，在这种情况下，项目经理应该怎么做？

- A.给高级管理层和项目发起人分配任务，让其减少相关方的人数
- B.执行一项相关方分析，并按照权利、利益方格给相关方分组
- C.将管理行动集中在关键相关方上
- D.更新风险登记册

76.A project manager terminates a contract for the design of a two-part report, because the first part did not meet the criteria in the statement of work. After a new request for proposal, the

selection committee awards a new contract to another designer. During the contract closure process, the project manager should do which of the following?

- A. Review the procurement processes.
- B. Update the project management plan.
- C. Include the terminated contract in the lessons learned documentation.
- D. Prepare a completion certificate for the terminated contract.

76. 项目经理终止一份包含两部分设计报告的合同，因为第一部分不能满足工作说明书中的标准，在新一轮提议申请后，选择委员会将新合同授予另外一个设计师。在合同收尾过程中，项目经理应进行下列哪一项？

- A. 审查采购过程
- B. 更新项目管理计划
- C. 将终止合同包含进经验教训文档中
- D. 为终止的合同准备一份完工证明

77. The project manager is starting a new project and is preparing the kick-off presentation slides. The project manager is worried about what information put in the presentation. Which item should the project manager discard from their presentation?

- A. Project scheduled activities
- B. Resource assignments for the different project phases
- C. Risks associated with project implementation
- D. Lessons learned

77. 项目经理开始管理一个新项目，并着手准备项目启动会议上的幻灯片演示文稿。项目经理对演示什么内容甚是忧虑。下列哪一项内容不应包含在项目经理的演示文稿中？

- A. 项目计划好的活动
- B. 不同项目阶段的资源分派
- C. 与项目实施有关的风险
- D. 经验教训

78. Deviation analysis is often inadequate, because even if the deviation does not exist at a certain point in time, the trend may continue to deteriorate. Regarding trend analysis, the

mistake is:

- A.Help predict performance
- B.Should be carried out as soon as possible and regularly
- C.Improve the actual cost of the project
- D.Suggestions for necessary preventive measures can be made based on the trend analysis results.

78. 偏差分析往往不够,因为在某个时间点即使发现偏差不存在,趋势仍然可能正在持续走坏,关于趋势分析的说法,错误的是:

- A.帮助预测绩效
- B.应尽早并定期开展
- C.能改善项目实际成本
- D.可根据趋势分析结果提出必要的预防措施建议

79.A project team completes project A's deliverables, vice president announces project B. will be assigned to the project team. Since project A deliverables are finished. To ensure the success of project A, which of the following should the project manager do?

- A.execute an overall quality review of project A
- B.Verity deliverables acceptance by the customer
- C.review the scope validation documentation
- D.evaluate project A impact to the company

79.项目团队完成了项目 A 的可交付成果,公司副总裁宣布项目 B 将分配给项目团队执行。项目 A 的可交付成果已完成,团队应能够快速收尾项目 A。为确保项目 A 的成功,项目经理应该采取下列哪一项?

- A.执行项目 A 的总体质量评审
- B.核实客户对可交付成果的验收
- C.审查范围核实文件
- D.评价项目 A 对公司的影响

80.The senior management team, project sponsor, and project manager terminate a project 6 months before the scheduled completion date. What should the project manager do next?



- A.Review the issue log and attempt to close all outstanding issues, if any
- B.Establish procedures to investigate and document the reasons for the actions
- C.Update the knowledge base with lessons learned and historical information
- D.Release the team members for other projects

80.高层管理团队，项目发起人和项目经理在计划完工日期之前六个月终止一个项目。项目经理接下来应该怎么做？

- A.审查问题日志并尝试结束所有悬而未决的问题，如有的话
- B.制定程序调查并记录原因
- C.用经验教训和历史信息更新知识库
- D.解散团队成员，让其为其他项目工作

81.In the project' s closing phase, the project management office requests an evaluation of the project management methodology used by the project. What should the project manager do?

- A.Perform administrative closure.
- B.Conduct a post-implementation anafysis.
- C.Develop the project closing report
- D.Develop the project members evaluate

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

- A.执行收尾
- B.开展实施后分析
- C.制作项目收尾报告
- D.开展团队成员评价

82. A project ends prematurely. To document the amount of work completed, what should the manager do first?

- A.validate the scope process
- B.perform project closure
- C.conduct a past-implementation review
- D.close the contracts

82.项目提前结束。若要记录完成的工作量，项目经理下一步应该怎么做？

- A.核实范围过程
- B.执行项目收尾
- C.开展实施后审查
- D.合同收尾

Project manager learns that a new team member completed their first work package. The project manager is surprised, because the work package was running behind schedule and it seems to be on time right now. What should the project manager do first?

- A. Confirm that the quality management plan was applied to that work package
- B. Congratulate the project team member for the timely completion of the work package
- C. Validate the scope before accepting the work package
- D. Update the project schedule

83.项目经理得知一名新团队成员完成了他们的第一个工作包。项目经理感到很吃惊，因为该工作包原本落后于进度计划，而现在却能按时完成。项目经理首先应该怎么做？

- A.确认已对该工作包应用质量管理计划
- B.祝贺该团队成员按时完成工作包
- C.在接受工作包前核实范围
- D.更新项目进度计划

84. In a project to upgrade a company's accounting application, the project manager emails regarding the project's status and the next activities. A key user of the application complains that application outages are affecting their work performance. What should the project manager do next?

- A. Continue working according to planned activities
- B. Report the key user to their supervisor
- C. Review the stakeholder analysis and update to include
- D. Review the stakeholder analysis and inform all stakeholders to include the key users' emails

84.在升级公司的会计应用程序项目中，项目经理每周发送一次有关项目状态以及后续活动的电子邮件。该应用程序的一位关键用户抱怨应用程序停用影响他们的工作绩效。项目经理

接下来应该如何做？

- A.按照计划活动继续工作
- B.向主管报告关键用户的情况
- C.审查相关方分析并更新包含该关键用户
- D.审查相关方分析并通知相关方将关键用户包含在所有有电子邮件中

85.A project manager sends an email regarding an internal project information report. How should the project manager build the distribution list?

- A.Include all customer interfaces
- B.Include all project team members
- C.Include all project stakeholders
- D.Use the project communications management plan.

85.项目经理发送一封与内部项目信息报告有关的电子邮件。项目经理应如何创建分发清单？

- A.包含所有客户接口
- B.包含所有项目团队成员
- C.包含所有项目相关方
- D.使用项目沟通管理计划

Project manager purchased a technology standard for the project.What kind of cost is the standard?

- A.cost of evaluation
- B.external failure cost
- C.internal feilure costs
- D.Preventing costs

86.为了要完成某项目，项目经理从境外购买了一份基于该项目的技术规范标准。 请问该技术规范在购买成本属于下列哪一项？

- A.评价成本
- B.外部失败成本
- C.内部失败成本

D.预防成本

87.A balanced matrix organization has a project that involved different functional departments. It will occur delays when changes are approved.

What should the project manager have done to the project?

- A.Evaluated change request with the project sponsor
- B.Established a change control board(CCB) that includes all key stakeholders
- C.Update the communication and stakeholder management plan
- D.Reviewed each change with the project team

87.一个平衡矩阵组织中有个项目涉及不同职能部门。当项目发生变更时，常会发生进度计划问题和项目延期。若要避免这个问题，项目经理应该事先做什么？

- A.与项目发起人和项目相关方评估变更请求
- B.建立包含关键项目相关方的变更控制委员会（CCB）
- C.更新沟通管理计划和相关方管理计划
- D.在提交给项目发起人之前，和项目团队核实每个变更

88. Team 1 completes 30 story points in a 2 week iteration. Team 2 completes only 15 story points and it has more team members than team 1. You are the agile manager for both the teams. In this situation, how you can handle?

- A.Push Team 2 to complete more story points like Team 1.
- B.Increase the number of resources in the Team 2, to match the story points of Team 1.
- C.Agree story points completed is different for teams, and it is normal.
- D.Increase the bonus for Team 2 to motivate them to complete more stories.

88.团队 1 在 2 周迭代中完成 30 个故事点。团队 2 只完成 15 个故事点，团队成员多于团队 1。你是两个团队的敏捷管理者。在这种情况下，你如何处理？

- A. 要求 Team 2 完成更多的故事点，比如团队 1。
- B.增加团队 2 中的资源数量，以匹配团队 1 的故事点。
- C. 赞同故事点对团队来说是不同的，这是正常的。
- D.增加 2 队的奖金，激励他们完成更多的故事。

89. In a critical project phase, team performance is decreasing due to internal conflicts among the members. The reason for conflicts is unknown, however, the issues must be resolved. What should the project manager do next?

- A. Speak separately with each member to understand the reasons for the conflicts and the issues.
- B. Exercise authority as the project manager and force the team to proceed without other issues that could affect project performance.
- C. Speak separately with each member to understand the reasons for the conflicts to resolve themselves
- D. Escalate the issues to the steering committee

89. 在一个关键项目阶段中，由于团队成员之间的内部冲突导致团队绩效下降，冲突的原因不明，但是问题必须解决。项目经理接下来应该怎么做？

- A. 与每名团队成员分别谈话，了解冲突的原因并解决问题
- B. 项目经理行使职权，并在不产生能够影响项目履行的其他问题情况下强迫团队继续工作
- C. 与每名团队成员分别谈话，了解冲突的原因，并允许他们自己解决冲突
- D. 将该问题上报给指导委员会

90. A company's storage facilities are affected by storms. This negatively impacts the project's completion date and milestones. What document should the project manager consult to find the roles and responsibilities of those people who will resolve the situation?

- A. Stakeholder management plan
- B. Risk management plan
- C. Resource management plan
- D. Communication management plan

90. 一家公司的仓储设施受到风暴影响，这对项目的完成日期和里程碑产生不利影响。项目经理应查阅哪一份文件来找到将解决这种情况的这些人员角色和职责？

- A. 相关方管理计划
- B. 风险管理计划
- C. 资源管理计划
- D. 沟通管理计划

In conducting risk analysis for a large project, the project team creates a project model for simulation. The computations are iterative with input values such as cost estimates and activity durations. A probability distribution is then calculated from these iterations. What technique is described?

- A.Trend analysis.
- B.Herzberg's simulation method
- C.Delphi technique
- D.Monte Carlo analysis

91. 在为一个大项目开展风险分析时，项目团队创建了一个用于模拟的项目模型。计算与成本估算和活动工期等输入值迭代。然后从这些迭代中计算出概率分布。这属于哪一项技术的表述？

- A.趋势分析
- B.赫茨伯格的模拟方法
- C.德尔菲技术
- D.蒙特卡洛分析

A project manager learns of software that could improve the efficiency of project in current in future status. Since this software is new to the company, the engineer knows less about it. The project manager decides to send the senior engineer to replace. What risk strategy is the project manager using?

- A.Mitigate
- B.Enhance
- C.Exploit
- D.Share

92. 项目经理得知一款软件可以提高当前和未来项目的效率，但由于公司刚刚采用这款软件，工程师还不熟悉该软件，项目经理于是决定派遣高级工程师替换原来的项目工程师。项目经理采用了何种风险策略？

- A.减轻
- B.增强

C.开拓

D.分享

At project start, a communication management plan was approved. In a coffee break, project manager hears that some stakeholder argue the plan will become problem issues. How can the project manager ensure that these concern are solved?

A. Review the responsibility assignment matrix (RAM)

B. Publish all updates on the project's intranet site

C. Manage stakeholder engagement

D. Updated the communications management plan

93. 在项目开始时，定义并批准了一份沟通管理计划。在喝咖啡的时候，项目经理听说有一些项目相关方认为该管理计划可能存在问题。项目经理如何确保解决这些问题？

A. 审查责任分配矩阵（RAM） B. 在项目内部网站发布所有更新

C. 管理相关方参与项目的程度

D. 更新沟通管理计划

94. A new project is initiated, and a large number of stakeholders were identified. Each stakeholder's expectations of the project scope, budget, and schedule are different. What tool should be used to prioritize the potential influence or impact a stakeholder may have?

A. Information distribution plan

B. Power/interest grid

C. Communication requirements analysis

D. Interpersonal skills

94. 一个新项目已经启动，且已识别许多相关方，但每名相关方对项目范围、预算和进度的期望值不同，应该使用一下哪项工具来为相关方可能产生的影响排定优先级？

A. 信息发布计划

B. 权力/利益方格

C. 沟通需求分析

D. 人际关系技巧

95.A project manager is leading a cross-functional team of 12 members, including the project manager. When creating the communication plan, the team identified two additional stakeholders. These two additional stakeholders are the project sponsor and company's vice president. How many potential channels of communication exist?

A.24

B.91

C.14

D.78

95.项目经理领导着一支包括其本人在内的 12 名成员组成的跨职能团队。在创建沟通管理计划时,团队确定出两名额外项目相关方。这两名额外项目相关方是项目发起人以及公司副总裁。潜在的沟通渠道有多少个?

A.24

B.91

C.14

D.78

96.After noticing a conflict within the team, the project manager attempts to emphasizing the areas on which the team agrees and de-emphasizing the areas on which the team disagrees. This is an example of which of the following conflict resolution?

A.Compromise/ReconcileA

B.Smooth/Accommodate

C.Collaborate/Problem solve

D.Withdraw/Avoid

96.在得知团队中发生冲突之后,项目经理尝试通过强调团队达成共识的方面、而不强调未达成共识的方面来解决冲突。这属于以下哪一种冲突解决技术的范例

A.妥协/调解

B.缓解/包容

C.合作/解决问题

D.撤退/回避



97. For personal reasons, a project sponsor advises the project manager to replace a team member who is performing well. What should the project manager do next?

- A. Discuss with the sponsor to reconsider the request, as the team member is performing well and is valuable for project success.
- B. Accept the project sponsor request only if acceptance will benefit the project.
- C. Accept the project sponsor request and replace the team member with qualified resource
- D. Disregard the project sponsor request, as the project manager is responsible for the resources.

97. 出于个人原因，项目发起人通知项目经理更换表现良好的团队成员。项目经理接下来应该怎么做？

- A. 与发起人讨论重新考虑这个请求，因为团队成员表现良好，对项目成功有价值
- B. 只有对项目有利，才接受项目发起人的请求
- C. 接受项目发起人的请求，并使用合格资源更换团队成员
- D. 忽视项目发起人的请求，因为项目经理负责该资源

98. A project manager who works in a functional organization wants to build a strong team for the project. However, the functional managers have their own priorities and do not offer him the most experience resources. What should the project manager do next?

- A. Review the roles and responsibilities and update the training needs.
- B. Consult the human resource management plan to validate these profiles and team performance assessment.
- C. Follow the change control process and change scope of the project to adjust available resource
- D. Update the project baseline and communicate the delay to stakeholder about staffing issues

98. 在一个职能型组织中工作的项目经理希望为项目组建一支强大的项目团队，而职能经理们有他们自己的优先顺序，没有提供最有经验的资源。项目经理接下来应该怎么做？

- A. 审查角色和职责并更新培训需求
- B. 查询人力资源管理计划，核实这些情况，并开展团队绩效评估
- C. 执行整体变更控制流程，调整项目范围以适合可用的资源
- D. 更新项目基准，并与相关方沟通人员配备问题造成的延期

99. A project for delivery of equipment to a foreign country is in its planning phase. There is

currently a risk of social instability in the country. This social instability poses multiple risks to the project

What should the project manager do to initiate these risks?

- A.Cancel the project
- B.Obtain insurance coverage for this type of event
- C.Negotiate with a local bank for payment through a letter of credit
- D.Include specific clauses in the contract that relieve or reduce the company from penalties and costs

99. 一个向外国交付设备的项目正处于规划阶段，目前，该国存在不稳定风险。这种社会不稳定性对项目构成多种风险。为减轻这些风险，项目经理应该怎么做？

- A.取消项目
- B.为此项目购买保险
- C.与当地银行协商通过信用证付款
- D.在合同中包含令公司免交和少交各项费用的具体条款

100. A team can follow the project specifications. However, there is no formal report of this issue. As a result, the project manager cannot confirm that the team has the technical capacity to perform the work. What should the project manager do next?

- A.Request a quality audit review by the quality assurance team
- B.Perform the control quality process
- C.Review the situation with the project' s sponsor
- D.Ask the team members about their technical issues in meeting the project requirements 100. 团

队不能遵循项目技术规范。但是，没有这个问题的正式报告。结果，项目经理无法确认团队是否有执行工作的技术能力。项目经理接下来应该怎么做？

- A.申请由质量保证团队进行质量审计审查
- B.执行质量控制流程
- C.与项目发起人审查这种情况
- D.询问团队成员有关他们满足项目要求的技术问题

The duration of a project is five months, the total cost initially was US\$30,000. The project is in

the third month, the total expenditure in the project for first two months is US\$12,3000. The project is ahead of schedule and on budget for work completed. What is the cost variance of the project?

- A. Greater than zero
- B. Less than zero
- C. Zero
- D. One

101. 项目工期为五个月。项目最初费用拨款总额为 30,000 美元，目前明显处于第三个月。项目前两个月的总支出为 12,500 美元。项目完工部分超前于进度符合预算。项目的成本差异是多少？

- A. 大于零
- B. 小于零
- C. 零
- D. 一

102. If the Free Float of task B is 12 days and the Total Float is 24 days. Suppose that the very beginning date is postponed for 26 days, what effects would be made for the program's completed date?

- A. this task would not be located superior to the critical path
- B. the beginning date of the immediately following schedule activities would be postponed 14 days
- C. the completed date of the program would be postponed 2 days
- D. B&C

102..如果任务 B 有 12 天的自由时差，而且有 24 天的总时差。假设其最早开始日期被推迟 26 天，那么项目的完工日期将会受到什么影响？

- A. 该任务将不再位于关键路径上
- B. 紧后活动的开始日期将被延后 14 天
- C. 项目的完工日期将会延后 2 天
- D. B 和 C

103. Project X is 60% completed, behind schedule and over budget. The sponsor has withdrawn funding due other higher priority projects and the department manager has reassigned all team members to Project Y. What should the project manager do?

A. Revise the project management plan to reflect the change in scope

B. Meeting for Project Y

C. Document and archive lessons learned on Project X

D. Calculate the EAC and ETC for the Project X

103. 项目 X 已完成 60%, 落后于进度且超出预算。由于其他更高优先级的项目, 项目发起人已经撤出资金, 而且部门经理已经将所有团队成员分配给项目 Y。项目经理应该怎么做?

A. 修订项目管理计划, 把变化反映在范围中

B. 为项目 Y 召开一次会议

C. 记录并存档项目 X 的经验教训

D. 为项目 X 计算 EAC 和 ETC

104. The schedule performance index of a project is 0.86. After a cause and effect analysis, the project manager discovers that most of time was spent on rework. The deliverables are rejected. What strategy should the project manager use to solve this issue?

A. Approve overtime for the document reward

B. Ensure quality assurance is performed and implement schedule compression technique

C. Create a change request to give the team the extra time

D. Assign experienced resources to instead of the current ones

104. 项目进度绩效指数为 0.86, 因果分析之后, 项目经理发现时间都花在返工上了, 结果可交付成果被拒绝, 因为项目团队不遵循文件标准。项目经理应使用什么策略来解决问题?

A. 批准额外时间进行文件返工

B. 确保实施质量保证, 执行相应的进度压缩技巧

C. 创建变更请求, 向团队提供额外的时间执行返工

D. 分配有经验的资源代替目前资源

105.The project manager takes over a project in the execution phase. Some of the project members are in the process of looking for other assignments and want to leave the project team due to internal team conflicts. What method should be used to understand the cause for conflicts and find solutions?

- A.Smoothing
- B.Compromising
- C.Forcing
- D.Collaborating

105.项目经理接管一个处于执行阶段的项目。某些项目成员处于寻找其他任务的过程，由于内部团队冲突想要离开项目团队。若要了解冲突的原因并找到解决方案，应该使用什么方法？

- A.缓解
- B.妥协
- C.强迫
- D.合作

106.It is doable to transfer risk by use insurance. Suppose that some capital assets total value is 3,000,000. The probability of the assets being destroyed is 2.5%. The insurance fee is 40 000 while to buy insurance. Is it worth to buy insurance?

- A.for insurance fee is equal to the likelihood fee that the assets may lost, there is no merit to buy insurance
- B.for insurance fee is lower than the lost anticipate fee, it is best to buy insurance
- C.for insurance fee is lower than the lost anticipate fee, it is no good to buy insurance
- D.cannot judge with the given information

106.通过使用保险来转移风险是可行的。假设某固定资产总价值是 300 万元，该资产受到破坏的概率是 2.5%。若购买保险，则保险费用是 4 万元。请问，在这种情况下值得去购买保险吗？

- A.由于保险费用等于资产可能损失的费用，所以购买保险没什么优点
- B.由于保险费用低于损失预期值，所以最好是购买保险
- C.由于保险费用低于损失预期值，卖保险不可取

D.从给出的信息无法判断

107.A client requests a scope change request after accepting the design. This change will have a potential impact on several project components. What is the project manager MOST APPROPRIATE response?

A.Convince client to delay change

B.Analysis impacts of schedule and cost due to the change, and have meeting with team members

C.If this change is critical, then implement it and inform the CCB

D.Estimate the cost and schedule affected by the change, get approval before implement

107.客户在接受设计之后提出了一项范围变更请求。这个变更可能对许多项目组成部分产生影响。项目经理最适当的回应是什么？

A.说服客户推迟变更

B.对此变更造成费用和进度的影响进行详细的分析，并召开项目团队会议

C.如果该变更十分关键，则进行变更，并通知变更控制委员会

D.估算变更对于成本和进度的影响，在实施变更之前获得批准

108. A team develops software products using an agile product development method. The chairman promises to provide sufficient financial support, but shortly after the start of the project, the organization suddenly notifies that the budget will be cut by 30%. The impact of the change on the project is most likely to be:

A.The scope of the project should remain unchanged

B.Priority of Reordering Implementation in Response to Product Functional Requirements

C.Publish whatever is completed by the deadline according to the original priority

D.Project costs should remain unchanged

108. 某团队采用敏捷的产品开发方法开发软件产品，董事长承诺给予足够的资金支持，但是项目开工后不久，组织突然通知预算将削减 30%，该变故对项目的影响最可能是：

A.项目范围应保持不变

B.应对产品功能需求重新排列实施的优先级

C.按照原来的优先级开展，到截止时间完成什么就发布什么

D.项目成本应保持不变

109. The least preferred contract type of agile project is,

- A.Time & Materials Contract
- B.Phased contract.
- C.Agile iteration contract.
- D.Firm Fixed Price Contract.

109.敏捷项目的最不喜欢的合同类型是,

- A.时间和材料合同
- B.分阶段合同。
- C.敏捷迭代合同。
- D.固定价格合同。

110.An organization and a subcontractor have identified a potential positive impact to a project  
The project manager is asked to develop a response in dealing with the positive impact. What  
does the project manager do?

- A.Investigate options to create a risk sharing partnership with the subcontractor to manage opportunities
- B.Mitigate the risk to keep the project within scope
- C.Do nothing and comply with the project charter
- D.Transfer the opportunity to the project sponsor to develop the next steps

110.一家组织和分包商已经识别出对项目的一项潜在积极影响。项目经理被要求制定应对积极影响的措施。项目经理需要做什么？

- A.调查选择方案,与分包商建立风险分享合作关系,共同管理机会
- B.减轻风险,保证项目处于范围之内
- C.什么都不做,遵守项目章程
- D.将该机会提交给项目发起人制定下一步措施

111. Although the stakeholders thought there was enough money in the budget, halfway through the project the cost performance index (CPI) is 0.7. To determine the root cause, several stakeholders audit the project and discover the project cost budget was estimated analogously. Although the activity estimates add up to the project estimate, the stakeholders think something

was missing in how the estimate was completed. Which of the following describes what was missing?

- A.Estimated costs should be used to measure CPI B.SPI should be used, not CPI
- C.Bottom-up estimating should have been used
- D.Past history was not taken into account

111.虽然项目相关方认为预算已经足够了，但是项目进行到一半时，成本绩效指数（CPI）为 0.7。为了找出原因，几名项目相关方审计该项目，发现该项目的成本预算是用类比估算法做出的。虽然项目估算是活动估算累加得出的，但是项目相关方认为估算时忽略了一些东西，下列哪项是忽略的内容？

- A.应使用估算成本衡量成本绩效指数（CPI）
- B.应使用进度绩效指数（SPI），而不是成本绩效指数（CPI）
- C.应使用自下而上估算法
- D.未考虑历史数据

112.A buyer projects the vendors with the project's scope of work. The project manager holds bidder conferences. This is an activity performed during which of the following processes?

- A.Conduct Procurements
- B.Plan Procurements
- C.Administer Procurements
- D.Close Procurements.

112.买方向卖方提供了项目的工作范围。项目经理召开投标人会议。这是在下列哪一个过程中执行的活动？

- A.实施采购
- B.计划采购
- C.管理采购
- D.结束采购

113.During the project execution phase,the project manager realizes that a task on the critical path is delayed.The project manager decides to fast track the critical path activities.What is likely to be the impact of this decision on the project?



- A.The project will be on schedule but cost and risk will be higer
- B.The project will be with in the budget but time and risk will be higher
- C.The project will have less risk but cost and time will be higher
- D.The project will be on schedule and with in budget but risk will be higher

113.在项目执行阶段，项目经理意识到关键路线上的某个任务延期了。项目经理决定快速跟进关键路线活动。这项决定对项目的可能影响是什么？

- A.项目将与进度保持一致，但是成本和风险都将比较高
- B.项目将保持在预算内，但是时间和风险都将比较高
- C.项目的风险较低，但是成本和时间都将比较高
- D.项目将与进度保持一致，并将保持在预算之内，但是风险比较高

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

- A.Exploi
- B.Accept
- C.Enhance
- D.Transfer

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

- A.开拓
- B.接受
- C.增强
- D.转移

115.A company decides to launch a new product increase its revenues. A project manager is selected for this new project.In which of the following documents will the high-level

requirements and stakeholders' expectations be found?

- A. Project management plan
- B. Project charter
- C. Stakeholder register
- D. Activities list

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

- A. 项目管理计划
- B. 项目章程
- C. 相关方登记册
- D. 活动清单

116. The project stakeholder adds ten more additional activities to the project. What will this impact the CPI?

- A. CPI will become better
- B. CPI will become worse
- C. CPI will keep the same
- D. No way to confirm

116. 一个项目的 CPI 比较稳定。项目发起人增加了十个附加活动, 对该项目的 CPI 有什么影响?

- A. CPI 变好
- B. CPI 变坏
- C. CPI 不变
- D. 无法确定

117. During project execution, a team member product corrective action. What should the project manager do?

- A. Include in the lessons learned database
- B. Follow the change management plan
- C. Properly document it in the issue log

D.Update the project management plan

117.在项目执行期间,团队成员提出纠正措施,帮助满足客户提出的需求。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

118. To deliver the most valuable requirements to the customer first, makes the customer happy, because they start realizing the benefits. This kind of product delivery is called,

- A.Rapid delivery.
- B.Fast delivery.
- C.None of the above.
- D.Incremental delivery.

118.首先为客户提供最有价值的需求,让客户满意,因为他们开始意识到利益。这种产品交付被称为

- A.迅速交货。
- B.快速交货。
- C.以上均无。
- D.增量交付。

119.A company is organized with each functional manager responsible for their own segment of the project. What is the project manager' s typical role in this type of organization?

- A.Coordinator and expeditor
- B.Subcontractor
- C.Supervisor
- D.Manager of project portfolio

119.一家公司的组织形式是每个职能经理负责各自的项目部分。在这种类型的组织中,项目经理的典型角色是什么?

- A.协调员和联络员

- B.分包商
- C.主管
- D.项目组合经理

120.A five-year project reaches its half-way point. While the team performance is good, the project manager is still concerned that the team motivation is low. What should the project manager do to keep the team motivated?

- A.Document any issue in the project issue log
- B.Ensure the project RACI chart is accurate
- C.Use the Delphi technique
- D.Complete a team performances assessment

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

- A.在项目问题日志中记录任何问题
- B.确保项目的 RACI 图准确
- C.使用德尔菲技术
- D.完成团队绩效评估

121.A hospital wants to implement a medical records system. A consulting firm's project managers will develop the project charter. What do the manager need to develop the project charter? The project manager needs which of the following to develop the project charter?

- A.Project Business argumentation and organizational process assets
- B.Project Business argumentation and process improvement plan
- C.Enterprise environmental factors and quality management plan
- D.Business case and risk management plan

121.医院希望实施一个病例系统。一家顾问公司的项目经理将制作项目章程。项目经理需要下列哪一项来制作项目章程?

- A.项目商业论证和组织过程资产
- B.项目商业论证和过程改进计划
- C.事业环境因素和质量管理计划

D.商业论证和风险管理计划

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

A.defined a contingency plan

B.conducted an appropriate stakeholder analysis

C.create the work breakdown structure

D.initiated a change request

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

A.制定应急计划

B.运行适当的相关方分析

C.创建工作分析结构

D.提出一项变更请求

123.The project manager of a complex project is working on planning risk response activities.As an expert in risk management, the project manager considers risk transfer options.what is the primary effect of risk transference?

A.Project manager will not be in charge of the project production.

B.Additional cost may be paid to who will be in charge of the risk

C May be transfer the project management responsibilities to who will be in charge of the risk

D.Project manager cannot do risk transfer

123.一个复杂项目的项目经理正在从事风险应对规划活动。作为风险管理方面的专家，项目经理考虑选择风险转移方案，风险转移的主要影响是什么？

A.项目经理不再负责项目成果

B.涉及到为承担风险的一方支付额外费用

C.涉及向风险承担的一方转移项目管理责任

D.项目经理不能执行风险转移

124.A project manager would like to monitor the effectiveness of Management quality on a project.What tool and technique should they implement to do this.

- A.Check
- B.Quality analysis
- C.Performance review
- D.Quality audits

124.项目经理希望监控管理质量有效性。要做到这一点,他们应该实施哪项工具和技术?

- A.检查
- B.质量分析
- C.绩效审查
- D.质量审计

125.During a product development project, all customer communication followed the contract. The customer now disagrees with the project manager comply with the agreed-upon scope.What should the project manager do to determine it?

- A.Meet with the customer to agree on new acceptance requirement
- B.Use a requirements traceability matrix
- C.Review project scope statement
- D.Collect technical work performance data to reveal the performance gap

125.在产品开发项目期间,所有客户沟通都是根据合同完成的。但当前客户并不同意项目经理所描述的项目范围,若要确定合规性,那么项目经理应该怎么做?

- A.与客户开会并约定新的验收标准
- B.使用需求跟踪矩阵
- C.查阅项目范围说明书
- D.收集技术工作绩效数据,揭示绩效差距

126.Project stakeholder insists on adding project requirements. The project manager wants to support the requests, but many of the requirements exceed the budget and are misaligned the baseline.What should the project manager do?

- A. Approve the requests that are within budget and that align with business needs
- B. Submit the requests to change control board(CCB)
- C. Take a project meeting to review the requests against the project scope statement
- D. Inform the project sponsor

126. 项目相关方坚持要增加项目需求。项目经理希望满足该需求，但是许多需求超出预算并会使项目基准偏移。项目经理接下来应该怎么做？

- A. 估算并批准与商业需求一致的请求
- B. 提交变更控制委员会 (CCB) 审议
- C. 召开项目会议，依据项目范围说明书评审请求
- D. 通知项目发起人

A new project manager compiles the stakeholder register for the process management and to review previous projects. Which of the following is a reference for the stakeholder?

- A. Cross-functional flowchart that shows all steps in the process management
- B. Communications management plans within previous project record
- C. Detailed charter of the new project
- D. Customer survey data for the audit management process

127. 为过程管理及审查之前的项目的需要，新项目经理编制相关方登记册。项目经理应该使用下列哪一项作为相关方登记册的参考？

- A. 显示审计管理流程所有步骤的多职能流程图
- B. 之前项目记录中的沟通管理计划
- C. 新项目的详细章程
- D. 审计管理流程的客户调查数据

128. Management asked the agile team for a detailed project plan. The response of the agile coach should be,

- A. Tell the management, that plan is not needed for an agile project.
- B. Request the team to stop the work, and prepare the detailed project plan.
- C. Prepare the detailed project plan.
- D. Take the opportunity to educate the senior management on agile principles

128. 管理层要求敏捷团队制定一个详细的项目计划。敏捷教练的反应应该是:

- A. 告诉管理层, 敏捷项目不需要这个计划。
- B. 要求团队停止工作, 并准备详细的项目计划。
- C. 准备详细的项目计划。
- D. 抓住机会, 向高级管理人员学习敏捷原则。

129. Agile methods represent the work to be done by the unfinished items. Like predictive life cycle projects, in the process of schedule control, it is necessary to carry out the analysis of progress data. For agile methods, progress data analysis tools are generally used:

- A. burnout chart
- B. earned value method
- C. Deviation analysis
- D. Fundamental Cause Analysis

129. 敏捷方法以未完项来代表尚待完成的工作, 与预测型生命周期项目一样, 在进度控制过程中, 也需要开展进度数据的分析, 对于敏捷方法, 其一般采用进度数据分析工具是:

- A. 燃尽图
- B. 挣值法
- C. 偏差分析
- D. 根本原因分析

130. The cost reserve should be:

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

130. 成本储备应:

- A. 隐蔽, 以防止管理层不批准该项资金
- B. 加到每项任务上, 以防止客户知道该储备金的存在
- C. 由管理层掌握, 用来填补成本超支
- D. 加到项目的基本成本上, 用来解决风险问题



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

- A. Identify risk
- B. Collect requirements
- C. Define the high-level scope
- D. Create the work breakdown structure

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

- A. 识别风险
- B. 收集要求
- C. 定义高层次范围
- D. 创建工作分解结构

132. A project manager is completing the planning process for a new product development project. What is the last major milestone to be completed before proceeding to the execution group?

- A. finalize the project charter
- B. receive project funding to execute
- C. obtain sponsor and stakeholder approval
- D. execute the stakeholder management strategy

132. 某项目经理将要完成一个新产品开发项目的规划过程, 在进入执行过程组之前需要完成的重要里程碑是什么?

- A. 最终确定项目章程
- B. 接收项目资金以开始执行
- C. 获得发起人和相关方的批准
- D. 执行相关方管理策略

133.A project manager is working on a project to launch a new internet service. The project manager plan that this work is to be done by the support team, the support team does not want to be the work because they do not have the necessary expertise and claim that they have never heard of the project.What is the root cause of this problem?

- A.Communication plan was not used
- B.Project manager did not involve all the stakeholders
- C.Support team is not prepared to do task
- D.Project manager did not identify lack-of-expertise risks

133.某项目经理目前负责一个项目，旨在推出一项新的网络服务。项目经理计划让支持团队执行此项目工作。支持团队由于不具备必要的专业知识而不愿承担工作，并声称他们从未听说过该项目。该问题的根本原因是什么？

- A.未实施沟通计划
- B.项目经理未能让所有相关方参与进来
- C.支持团队不愿承担此项工作
- D.项目经理未对缺乏专业知识的风险加以识别

134.A project manager has limited resources and the project has been delayed. What should the project manager use to fully meet the schedule?

- A.Resource smoothing    B.Resource leveling    C.Fast tracking    D.Crashing

134.项目经理的资源有限，无法获得更多资源。当前项目已经出现延期，请问项目经理应该如何做才能不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

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

- A.Control Procurements

B.Direct and Manage Project Work

C.Plan Procurement Management

D.Conduct Procurements

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

A.控制采购

B.指导和管理项目工作

C.规划采购管理

D.实施采购

136. Three weeks into a construction project, a contractor encounters an underground water pipe which was not included in the contract. The customer's representative verbally instructs them to divert the water pipe around the construction site What should the contractor do next?

A.Divert the water pipe as instructed

B.Submit a change request

C.Analyze the impact of the change

D.Submit a claim

136.某个施工项目进入第三周,承包商发现一段地下水管道没有包含在合同范围内,他们接到客户代表的口头指示,将水管改向绕出施工工地,承包商下一步应该怎么做?

A.按指示将水管改向

B.提交变更请求

C.分析变更要求

D.提出索赔

137.The project plan is important in change control because it

A.Provides the baseline against which changes are managed

B.Provides information on project performance

C.Alerts the project team to issues that may cause problems in the future

D.Is expected to change throughout the project

137.在变更控制中项目计划很重要是因为项目计划

- A.提供了变更管理的基准线
- B.提供了有关项目业绩的信息
- C.警示项目团队在将来可能产生问题的方面
- D.被预期在项目整个过程中会变更

138.A team member identifies that one of the tasks assigned to them is on the project's critical path and has a high probability to be delayed. What should the project manager do immediately?

- A.Review the risk register and update it if needed.
- B.Assign additional resources to that task
- C.Prepare an updated project schedule and create a new baseline
- D.Communicate this issue to the project sponsor

138.一名团队成员识别到分配给他们的其中一个任务处于项目的关键路径上，很可能延期，项目经理应该立即做什么？

- A.审查风险登记册并在需要时更新
- B.为该任务分配额外资源
- C.准备一份更新的项目进度计划，并创建基准
- D.将该问题与项目发起人沟通

139. A project sponsor requests the project team to change the information echnology resources, To determine how to continue the project, which of the following documents should the project manager need?

- A.change management plan
- B.resources plan
- C.risk management plan
- D.contingency plan

139.项目发起人要求项目团队更改信息技术资源，为了确定如何继续项目，项目经理应参考哪一份文件？

- A.变更管理计划
- B.资源计划
- C.风险管理计划

D.应急计划

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

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

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

C.Inform the project sponsor and ask for advice.

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

140.项目团队识别到一个紧急事件，要求立即进行变更。由于进度有限制，没有足够的时间按规定进行变更控制流程。项目经理接下来应该怎么做？

A.停止项目，直到变更获得变更控制委员会的批准为止

B.建立新的变更控制委员会来评估变更

C.通知项目发起人并询问意见

D.首先记录变更，并在之后获得变更控制委员会的批准

141.Team members are performing tasks with what they familiar with but ignore others. This creates conflict among team members.What should the project manager do to solve the problem?

A.Assign specific roles and responsibilities

B.Speak with team members' line manager

C.Negotiate with team members

D.Obtain clarification from the project sponsor

141.团队成员都在执行他们熟悉的业务，而避开他们不熟悉的流程。这在团队中形成了一定了冲突。项目经理应该怎么做才能解决这个问题？

A.分配明确的角色和职责

B.与团队成员的直接上司进行谈话

C.与团队成员协商

D.获得项目发起人的澄清

142.The project ' s lessons learned documentation demonstrates a poor use of historical

information throughout the project, which of the following tools should be used to find the causes of this issue?

A.Fishbone diagram    B.Control charts    C.Flowcharting    D.Histogram

142.该项目的教训是在整个项目中对历史信息的不恰当运用,那么应使用以下何种工具来找到这个问题的原因呢?

A.鱼骨图

B.控制图

C.流程图

D.直方图

143.A project to deliver a product ' s prototype is on schedule. However, actual costs exceed budgeted costs. The project manager must determine if the process to measure product quality is stable and predictable. Which of the following tools should the project manager use?

A.Force field analysis    B.Control chart    C.Critical chain method    D.Benchmarking

143.一个交付产品原型的项目符合进度计划。但是,实际成本却超过估算成本。项目经理必须确定产品质量的过程是否稳定并且可预测。项目经理应该使用下列哪一种工具?

A.立场分析

B.控制图

C.关键路径

D.标杆对照

144.A newly hired project manager is assigned three projects to close. The projects have been completed and a final review is to be performed. The project manager discovers that none of the five phase reviews were performed to have a go/no go decision. What should be done?

A.Identify all completed documents and declare the projects closed.

B. Call a meeting of stakeholders of each project to plan phase reviews that were missed

C.Confirm documents validating completion and acceptance of deliverable for each phase document lessons learned conduct a final review of it all and archive the project documents

D.Closing of these project does add any value and is a waste of time that can be applied to other projects

144.一位新雇用的项目经理接受任命管理三个收尾项目。这些项目都已完成, 正要进行最终审查。可项目经理发现, 在项目的五个阶段中, 没有任何一个是在执行审查的基础上做出继续/不继续的决定。应该做什么?

- A.确认所有完成的文档并宣布项目结束
- B.召集每个项目的相关方开会, 计划弥补遗漏的项目阶段审查
- C.确认文档审核完成以及每个阶段可交付成果的验收、记录经验教训、对所有项目执行最终审查并存档项目文档
- D.这些项目收尾工作不会增加任何价值, 且浪费了可应用于其他项目的时间

145.During estimation discussions with the project team, a project manager is advised that activities could be completed in 4 days in the best-case scenario; 9 days in the worst-case scenario it will most likely take 5 days. Using a PERT analysis, what is the activity's expected duration?

- A.4days
- B.5 days
- C.5.5 days
- D.6.5 days

145.在与项目团队进行估算讨论期间, 项目经理被告知某项活动在最好情况下能够在 4 天内完成, 最坏情况下能够在 9 天内完成, 但最可能得需要花 5 天完成。使用三点估算, 这项活动预期多少天?

- A.4 天
- B.5 天
- C.5.5 天
- D.6.5 天

146.After a project sponsor agrees with a change, the project manager documents, submits, and approves the change. The change benefits the project, but negative impact on the other project. What should the project manager have done instead?

- A.Limit change after the project enter the execution phase
- B.Assess the impact of the change with the team

C.Perform a risk assessment before approving change

D.Review all changes with the change control board before approving change request

146.在项目发起人同意变更之后，项目经理记录，提交并批准变更。这项变更对本项目有利，但是对另一个无关的项目造成不利影响，项目经理应该做什么来避免这个问题？

A.在项目进入执行阶段后限制变更

B.与团队一起评估变更的影响

C.批准变更之前执行风险评估

D.批准变更请求之前与变更控制委员会一起评审所有变更

147.A project team is comprised of suppliers and teams from several different countries. During the project execution, the project manager realizes that due to cultural and language difference, the team lacks cohesion. What should the project manager do to maximize team performance?

A.Use networking tools

B.Apply conflict management technique

C.Promote team-building activities

D.Implement project performance appraisals

147.项目团队由来自多个不同国家的供应商和团队组成，在项目经理认识到由于存在文化和语言差异，项目团队缺乏凝聚力。项目经理应该怎么做来尽可能提高绩效？

A.使用人际交往工具

B.应用冲突管理技术

C.推动团队建设活动

D.实施项目绩效评估

148.After receiving the first project deliverable, the customer states that an important function is missing and the project will not meet its objective. What should the project manager do next?

A.Implement the change, because it is a minor modification

B.Implement the change, because it will impact the project's objective

C.Do not implement the change, because it will delay the project.

D.Do not implement the change, because it has not been approved

148.在收到第一个项目成果后，客户表示一个重要的功能缺失导致项目将不能实现目标。项



目经理接下来应该怎么做？

- A.实施变更，因为它只是一个小的修改
- B.实施变更，因为它会影响项目目标
- C.不实施变更，因为它会导致项目进度延迟
- D.实施变更，但应先通过变更控制流程批准

149 After the project work is completed, a meeting is held with the client to deliver the four products. The client accepts two of the four products, and indicates that the remaining two projects don not meet the requirements. Before delivering the project, which process should the project manager have follow up to keep alignment with the customer' s expectations?

- A.Control Quality
- B.Perform Quality Assurance
- C.Perform Quality Control Measurement
- D.Perform Quality Audit

149.在项目工作完成后，与客户一起召开会议交付四个项目成果。客户接受四个成果中的两个，并表明剩余两个产品不满足需求。交付产品之前，项目经理应该遵循哪个流程来确保与客户期望保持一致？

- A.控制质量
- B.执行质量保证
- C.执行质量控制测量
- D.执行质量审计

150.After the work breakdown structure is crested, the project manager starts the Identify Riste Process using the brainstorming technique. During this process, some potential risks are raised What should the project manager do?

- A.Change the project scope to avoid the risks.
- B. Accept the risks and include their expected value to the project budget.
- C. Define potential responses.
- D.Implement workarounds to avoid the risks.

150.工作分解结构建立后，项目经理通过头脑风暴启动了识别风险过程。该过程指出了一

些潜在风险。项目经理应该怎么做？

- A.更改项目范围以回避风险
- B.接受风险并将其预期值纳入项目预算
- C.确定潜在响应
- D.实施变通方案以回避风险

151.An inspection report from company quality control department do not meet the quality specifications. What should the project manager do?

- A.analysis the data, improve quality assurance activities, and update plan
- B.negotiate the quality specification criteria with the stakeholders
- C.submit a change request to correct the delivers
- D.repeat the test with test new quality specification

151.来自公司质量控制部门的检查报告发现有些可交付成果不满足技术规范，项目经理应该怎么做？

- A.分析数据，改善质量保证活动并更新项目管理计划
- B.与相关方协商质量技术规范标准
- C.提交变更请求纠正交付成果
- D.用新的质量技术规范重复测验

152.In which project document should the result of revised stakeholder risk tolerances be recorded?

- A.Project charter
- B.project scope statement
- C.Risk management plan
- D.Risk register

152.下列哪一份项目文件中记录相关方风险容忍度的修订结果？

- A.项目章程
- B.项目范围说明书
- C.风险管理计划
- D.风险登记册

153. As a result of changes in an organization' s structure , stakeholder A takes on new responsibilities and steps down from the steering committee . stakeholder A ' sreplacement, stakeholder B, raises issues regarding the project ' s business benefits. What should the project manager do first?

- A.Document the issue in the issue log and update the project benefits.
- B.Update the project management plan
- C.Meet with the stakeholders,including the project sponsor
- D.Update the stakeholder register and refer to the stakeholder management strategy

153.由于组织结构的变化,相关方 A 承担了新的责任,并已经从指导管理委员会辞职。相关方 A 替代者相关方 B,提出与项目商业利益有关的问题.项目经理首先应该怎么做?

- A.在问题登记册中记录该问题,并更新项目利益
- B.更新项目管理计划
- C.与相关方会面,包括项目发起人
- D.更新相关方登记册,并参考相关方管理策略

154.The customer of a recently implemented project requests the project manager investigate post-implementation issues that cause business disruptions and losses. The project manager tells the customer that the request about the situation has been in charged by the operation team. To finish the discussion, which of the flowing should the project manager should do?

- A.Asks the project team to evaluate the root cause, correct the issue and make records.
- B.Reviews the closure documents, presents them to the customer, and asks operation team to solve it.
- C.Reports the customer' s complain to the sponsor to have resources to solve it.
- D.Reviews the risk management plan to determine if the issue has been Identified and planned before

154.一个已经结束的项目的客户要求项目经理调查导致业务中断和流失的原因。项目经理告诉客户请求必须转给运营团队,因为项目已正式验收。客户不同意,为了结束讨论,项目经理应进行哪一项?

- A.要求项目团队评估根本原因,纠正问题并记录经验教训

- B.审查收尾文件，将其提交给客户，并让运营代表解决该问题
- C.将客户的投诉上报给项目发起人，分配资源解决该问题
- D.审查风险管理计划，确定是否提前识别和规划该问题

155. Project manager was drawing a human resource plan for a project which deadlines must be observed. The project will be referred to an expert team from 5 different countries. The experts will play significant roles in the project. What should the project manager do?

- A. Inform the project sponsors of the problem and let him/her to make further decision
- B. Allocate new resource and reduce the project scope to match the deadlines
- C. Plan a feasible, virtual team environment and ensure completion of work across time zones
- D. Crash the project schedule with more resource

155. 项目经理正在为必须遵守最终期限的项目制定人力资源计划，该项目会涉及五个不同国家的专家团队，而该团队成员的专业水平对项目成功和实现最终期限交付将起决定性作用。那么项目经理该怎么做？

- A. 通知项目发起人可能产生的影响，并让他们进行调整决策
- B. 分配新资源并减少项目范围，以满足最终期限
- C. 计划一个可行的虚拟团队环境，并确保跨时区完成工作
- D. 使用更多本地资源来对项目进行赶工

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

- A. Poorly defined work breakdown structures
- B. Poorly defined requirements
- C. Risk register was not kept up-to-date.
- D. Teams were geographically dispersed.

156. 在一个产品开发项目结束时，客户满意度调查结果显示客户对于多个有价值的功能未包含在交付成果中感到失望。这些调查结果的可能原因是什么？

- A. 工作分解结构定义不良
- B. 需求定义不良
- C. 风险登记册未保持更新
- D. 团队在地理上是分散的

157.A project manager is responsible for a large project and has developed the work breakdown structure. What does the structure include?

- A.Critical path                      B.Scope of the project
- C.Cost estimation                  D.Task /resource assignments

157.当一位项目经理受命进行一个大型项目，并创建了工作分解结构时，该结构包括？

- A 关键路径
- B.项目范围
- C.成本估算
- D.任务/资源分配

158. During project closure a project sponsor complains that the project did not increase the department' s knowledge of Java programming and therefore, the project is not complete. The customer has accepted the project.The project manager determines that all stated objective and deliverables have been met. He does not find evidence that Java programming was an objective.A review of project correspondence shows no mention of the deliverable. The project manager should:

- A.close project
- B.re-plan the project to include the new objective
- C.meet with the team to discuss the issue and find a resolution
- D.get the project stakeholders involved to help resolve the issue

158.在项目收尾期间，一个项目发起人抱怨说，项目并没有提高部门 Java 编程的知识，因此，项目并没有完成。客户已经接受了该项目。项目经理确定所有的规定的目标和可交付成果都已经达到。他并没有找到 Java 编程是一个目标的证据。对项目的来往信函的审核表明没有提到该可交付成果。这个项目经理应：

- A.结束项目
- B.重新计划项目，把新目标纳入计划
- C.与团队开会讨论这个问题并找出解决方案
- D.请项目相关方参与，帮助解决这个问题

159. A historically reliable vendor is providing a project power. However, the power paused for the changing of project manager. Where should this failure and its mitigation be recorded?

- A. Risk register      B. Issue log
- C. Procurement management plan      D. Acceptance criteria

159. 一个过去一直可靠的供应商正在为项目提供电源，然而该供应商因为更换了项目经理导致电力供应中断。应在哪份文件中记录这项失败及其减轻措施？

- A. 风险登记册
- B. 问题日志
- C. 采购管理计划
- D. 验收标准

160. During a project status review, a project finds that cost performance index is 0.94. What does this mean?

- A. There is a cost overrun for work completed
- B. The project most likely will end ahead of schedule
- C. Work performed is more efficiently than plan
- D. Progress standard deviation is 6%

160. 在一个项目状态评审中，项目成本绩效指数是 0.94。这意味着什么呢？

- A. 已完成的工作成本超支
- B. 项目很有可能会提前完成
- C. 执行的工作比计划更有效率
- D. 进度基准的偏差为 6%

161. During the delivery of a key product, an issue is identified that will delay the project by two weeks. While assessing the issue, it becomes clear that a team member was aware of this risk a month earlier but did not escalate it to the project manager. Who is responsible for not identifying this project risk ?

- A. Project risk manager
- B. Project sponsor
- C. Project team member

D.Project manager

161.在交付一个关键产品期间，识别到一个问题将会延迟项目二周时间。在评估该问题时，很清楚的是，某个团队成员一个月前已经注意到这个风险，但是没有向项目经理上报。谁应该为没有识别到这个项目风险负责？

A.项目风险经理

B.项目发起人

C.项目团队成员

D.项目经理

162. Towards the end of a large infrastructure project the tension rises, and conflicts between team members occur more frequently. This affects the productivity of the team, and takes the focus away from completing the scope. To restore order the project manager putts two people off the team and replaces them with otiiers. What strategy does the project manager use?

A.Forcing

B.Avoiding

C.Compromising

D.Exchanging

162.在一个大型基础设施项目快结束时，紧张状态上升，团队成员之间越来越经常发生突。这影响到团队生产效率，关注的重点是完成工作范围，为了恢复秩序，项目经理开除了两名团队成员，并让其他人代替他们。项目经理使用的是说明策略？

A.强迫

B.回避

C.妥协

D.交换

163 Project manager is creating a monthly progress report. Provided information shows that the actual cost(AC) is \$200,000, the cost performance index(CPI) is 0.85, and the planned value is \$230,000.How is the project status?

A.The project cost has been pulled away to another project

B.The project must crash to improve productivity

C.The schedule is more challenging than the cost

D.The project is more efficient than expected

163.项目经理提供了一份月度进度报告。提供的信息显示实际成本 ( AC)为 20 万美元, 成本绩效指数 (CPI)为 0.85, 项目计划价值 (PV)为 23 万美元。则该情况表示项目情况如何了?

A.项目成本用在另一个项目上了

B.项目当前的主要问题是需提高生产效率

C.项目进度较项目成本更有挑战性

D.当前工作比预期更有效率

164.Each time a project component is tested, the project component passes user acceptance criteria and fulfills all requirements. What process did the project manager implement and execute repeatedly?

A.Control Quality

B.Perform Quality Assurance

C.Configuration Analysis

D.Sponsor Reviews

164.每次测试项目部件, 该部件都通过用户的验收测试并满足所有要求。项目经理反复实施和执行哪一个过程?

A.控制质量

B.执行质量保证

C.配置分析

D.发起人审查

165. A project team is distributed across multiple countries, and they are having issues agreeing on what is being delivered and how it should be developed. Which of the following should the project manager do to alleviate some of the tension between team members, break down cultural barriers, and improve communication?

A.Ask the team to communicate only through email to clearly document issues.

B.Discuss this issue with senior management and recommend that the team be co-located.

C.Monitor performance and discuss the issues in detail at the next retrospective.



D.Hold daily standup meetings with the two teams at a time that works best for everyone.

165 一个项目团队分布在多个国家,他们正在就正在交付的项目和如何开发项目达成一致意见。项目经理应该做些什么来缓解团队成员之间的紧张关系,打破文化障碍,改善沟通?

- A.要求团队只通过电子邮件沟通清楚地记录问题。
- B.与高级管理层讨论这个问题,并建议团队在同一个地方办公。
- C.监控性能,并在下一回顾中详细讨论这些问题。
- D 每天与各个团队举行每日站会。

166. Strengths, weaknesses, opportunities, and threats (SWOT) analysis helps the project Manager to identify which of the following?

- A..Stakeholder expectations
- B.Mission statement
- C.Project risk
- D.Customer needs

166.优势,劣势,机会与威胁(SWOT)分析能帮助项目经理确定下列哪一项?

- A.相关方期望
- B.任务说明
- C.项目风险
- D.客户需求

167. The so-called "win by quality" means that quality surpasses competitors and often brings good market prospects for products. In the process of quality planning, the actual or planned project practices or project quality standards are compared with those of comparable projects (sometimes competitors'similar projects), so as to identify best practices, form improvement opinions and provide basis for performance appraisal. The tools or methods described here are:

- A.Cost-benefit analysis
- B.Expert Judgment
- C.Benchmarking
- D.Quality Cost Analysis

167. 所谓的以质量取胜,意味着质量超越竞争对手往往能给产品带来良好的市场前景。在

质量规划过程中，将实际或计划的项目实践或项目的质量标准与可比项目的实践（甚至有时候是竞争对手的同类项目）进行比较，以便识别最佳实践，形成改进意见，并为绩效考核提供依据。这里阐述的工具或方法是：

- A.成本效益分析
- B.专家判断
- C.标杆对照
- D.质量成本分析

168.Weather conditions are identified as critical risks for an offshore wind park development project. To mitigate risks associated with bad weather conditions, the project manager creates a contingency plan to add more time to the planned schedule. At the time of execution, a hurricane comes close to the wind park area so that all activities need to be stopped immediately. What should the project manager next?

- A.Update the risk register and create a change request
- B.Get additional approval from the steering committee.
- C.Change the schedule of the team members accordingly
- D.Avoid any changes to keep the project management plan as if was approved.

168.天气条件是海上风力公园开发项目的关键因素。为了避免恶劣的天气的影响，项目经理制定了一个应急计划，并且花了很多的时间来制定计划表。但是在执行的时候，一场飓风来袭，所有的活动就立即停止了。项目经理接下来应做些什么呢？

- A.更新风险登记册并创建变更请求
- B.获得指导委员会的额外批准
- C.相应变更团队成员的进度表
- D.避免任何变更，项目管理计划已获批准，所以应该遵守

169.A Project manager provides senior management with status report. The project manager has developed a CPM diagram showing two activities with negative total slack. Which of the following conclusions can management derive from this analysis?

- A.The two activities are critical activities of the project
- B.The project manager has miscalculated because it is possible to have at most one activity with

negative slack

C.Late finish is less than late start for both activities

D.The project is progressing ahead of schedule since there are already activities with negative slack

169.项目经理向高级管理层提供了一份状态报告。项目经理制作了一副 CPM 图,其中显示有两项活动的总浮动时间是负的,从该项分析中,管理层可以得出下列哪一项结论?

A.这两项活动最可能是项目的关键活动

B.项目经理计算错误,因为最多只有一项可能浮动时间为负

C.两项活动的最晚结束都早于最晚开始时间

D.因为有活动处于负浮动时间,所以项目进度比计划超前了

170.What information does a control chart project to a project manager?

A.Indicates the need for variance analysis

B.Illustrates how a process behaves over time

C.Helps a project manager to change the project scope

D.Identifies the project risks

170.控制图会向项目经理提供什么信息?

A.指出偏差分析的需求

B.说明流程是如何随着时间表现的

C.帮助项目经理改变项目范围

D.识别项目风险

171. Physical resource management focuses on the efficient and efficient allocation and use of physical resources, such as materials, equipment and supplies, needed to successfully complete the project. To this end, the organization should have the following data: (current and reasonable future) resource needs, (can meet these needs) resource allocation, and resource supply. Failure to effectively manage and control resources is a source of risk for successful project completion. Regarding physical resource management, the following statements are incorrect:

A.Failure to ensure that critical equipment or infrastructure is in place on time may delay the manufacture of final products

- B. Ordering low-quality materials may damage product quality, leading to mass recalls or rework.
- C. Keeping too much stock may delay the manufacture of final products.
- D. If the inventory is too low, it may not be able to meet customer needs, which will lead to a decline in organizational profits.

171. 实物资源管理着眼于以有效和高效的方式，分配和使用成功完成项目所需的实物资源，如材料、设备和用品。为此，组织应当拥有如下数据：（当前和合理的未来的）资源需求、（可以满足这些需求的）资源配置，以及资源供应。不能有效管理和控制资源是项目成功完成的风险来源，关于实物资源管理，下列说法错误的是：

- A. 未能确保关键设备或基础设施按时到位，可能会推迟最终产品的制造
- B. 订购低质量材料可能会损害产品质量，导致大量召回或返工
- C. 保存太多库存可能会推迟最终产品的制造
- D. 如果库存量太低，就可能无法满足客户需求，会造成组织盈利下降

172. Regarding the constitution of the team, the mistake is:

- A. Recognition and compliance with clear rules as soon as possible can help reduce misunderstandings and improve productivity.
- B. Discuss areas such as codes of conduct, communication, decision-making, meeting etiquette, etc. Team members can understand each other's important values.
- C. The project manager is personally responsible for the formulation of the best results, because the formulation of team charters is one of the main responsibilities of the project manager.
- D. Regular review and update of Team Charter to ensure that the team always understands the basic rules of the team and to guide new members to integrate into the team

172. 关于团队章程的说法，错误的是：

- A. 尽早认可并遵守明确的规则，有助于减少误解，提高生产力
- B. 讨论诸如行为规范、沟通、决策、会议礼仪等领域，团队成员可以了解彼此重要的价值观
- C. 由项目经理亲自负责制定可发挥最佳效果，因为制定团队章程是项目经理的主要职责之一
- D. 可定期审查和更新团队章程，确保团队始终了解团队基本规则，并指导新成员融入团队

173.The development of requirements begins with an analysis of the information contained in the.

- A.Project Charter and Questionnaire or Surveys.
- B.Organizational project assets and project scope statement.
- C.Project charter and stakeholder register
- D.Stakeholder register and project scope statement.

173.确定需求应从分析下列哪一项的信息开始:

- A.项目章程以及问卷或调查
- B.组织项目资产和项目范围说明书
- C.项目章程和相关方登记册
- D.相关方登记册和项目范围说明书

174. In Agile projects, the technique in which planning is done at three distinct horizons is known as:

- A.Monte Carlo Analysis.
- B.Portfolio Management.
- C.Delphi Technique.
- D.Progressive Elaboration.

174.在敏捷项目中, 在三个不同的层级上进行的计划技术被称为:

- A. Monte Carlo 分析。
- B.投资组合管理。
- C.德尔菲技术。
- D.渐进明细。

175.A project manager takes over a large project supported by culturally diverse workforce.Within a week, it becomes clear that there is a significant conflict among two of the groups because the former project manager fevored one group wilh special perks and accommodations.What should the new project manager do?

- A.Immediately begin facilitating a satisfactory resolution to the conflict using a collaborative approach resolution.

- B.Find out why the project manager favored one group.
- C.Post a new set of rules and regulations in s public location for all groups to see.
- D.Report the problem to human resources.

175.项目经理接手一个大型项目，该项目由不同文化的人员支持。不到一周时间，项目经理就发现其中有两组人员存在明显冲突，因为前任项目经理更偏爱其中一组人员，为他们提供特殊的补贴和住宿条件。新项目经理应该怎么做？

- A.使用协作的方法，立即开始一个满意的解决方案来减轻冲突
- B.找出前任项目经理偏爱其中一组的原因
- C.在公共地点张贴所有成员都能看到的新规则和制度
- D.向人力资源部报告此事

176. During the execution phase of the project, the project team identified a serious project plan deviation. The scope of the project was defined correctly but the planning missed some technical deliverables that have impacted the schedule and the planned cost. In order to assure the success of the project, which should the project manager do?

- A.Ask the customer to pay the cost of the deviation
- B.Propose a change request, and inform the stakeholders of this case to get their supports
- C.Negotiate with team to work overtime for mitigating the impact of cost and schedule
- D.Negotiate with customer to reduce the scope of project for avoiding the deviation

176.在项目执行阶段，项目团队识别出了一项严重的项目计划偏差。项目范围定义正确，但是计划却遗漏了一些技术可交付成果，从而影响了进度和计划成本。为确保项目成功，项目经理应该如何做？

- A.让客户支付偏差的成本
- B.提交变更请求，通知该情况的相关方，获得他们的支持
- C.与团队协商，加班工作，减少进度和成本影响
- D.与客户协商，减少项目范围，避免偏差

177. The newly transferred project manager wants to know the stage of the existing project team building in order to formulate the relevant methods and measures of team building. He finds that the team members know each other and understand the project situation and their formal roles

and responsibilities in the project. At the same time, the team members tend to be independent of each other rather than open-minded. The current stage of the team is:

- A. Formation Stage
- B. Oscillating Stage
- C. Maturity Stage
- D. Normative phase

177. 新调来的项目经理想了解现有项目团队建设所处的阶段, 以制定团队建设的相关办法和举措, 他发现目前团队成员相互认识, 并了解项目情况及他们在项目中的正式角色与职责, 同时团队成员倾向于相互独立, 而不一定开诚布公。目前团队所处的阶段是:

- A. 形成阶段
- B. 震荡阶段
- C. 成熟阶段
- D. 规范阶段

178. The project is in the execution phase. The cost performance index is 1.2 and the schedule performance index is 0.8. What is the best description of the project actual situation?

- A. Over budget and ahead of schedule
- B. Under budget and ahead of schedule
- C. Under budget and behind schedule
- D. Over budget and behind schedule

178. 项目处于执行阶段。成本绩效指数为 1.2, 进度绩效指数为 0.8。下列哪一项最恰当描述了项目实际情况?

- A. 超出预算但超前于进度
- B. 未超出预算并超前于进度
- C. 未超出预算但落后于进度
- D. 超出预算并落后于进度

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

- A.Monte Carlo cumulative char
- B.Risk reassessment
- C.Probability and impact matrix
- D.Identified risks with probability and impact ratings

179.项目经理要求风险经理开展每月的定量风险分析。风险经理应该提交什么?

- A.蒙特卡洛累积图
- B.风险重新评估
- C.概率和影响矩阵
- D.根据概率和影响等级来识别风险

180. In view of the characteristics of the project, the project manager has formulated a social media policy for the employees in the process of planning, communication and management.

The main considerations of the project manager are:

- A.Project environment
- B.ease of use
- C.Availability and Reliability of Technology
- D.Sensitivity and confidentiality of information

180. 针对项目的特点, 项目经理在规划沟通管理过程中为员工制定了社交媒体政策, 项目经理的主要考虑因素是:

- A.项目环境
- B.易用性
- C.技术的可用性和可靠性
- D.信息的敏感性和保密性

181.A project manager is leading the implementation of a solution that involves several emerging technologies. Thus, the project manager expects that the original project planning documents may need to be updated several times throughout the project life cycle to adjust overall project dtection. What should the project manager do?

- A.Develop detailed project organization charts and empower subject matter experts to approve any necessaiy technical scope change



B.Establish a direct and dynamic communication path with senior leadership so they are engaged in every change request

C.Inform the senior leadership that the project could not be developed once the risk of failure is identified

D.Design and implement an integrated change control system to report, control, and record changes to the original project baseline

181.项目经理正在执行一项解决方案，该解决方案涉及许多新兴技术。结果项目经理预期原始的项目规划文件可能需要在项目生命期内多次更新，以便调整总体项目方向。项目经理应该怎么做？

A.制定详细的项目组织图，授权行业专家批准任何必要的技术范围变更

B.制定与高层领导直接的和动态的沟通路径，让他们参与每个变更请求

C.通知高层领导一旦确定失败风险，项目就无法进展

D.设计并执行一项整体变更控制系统，以报告、控制并记录对原始项目基准的变更

182.The project manager completes the project charter. What is the next activity the project manager needs to do?

A.Create Detailed stakeholder register

B.Create requirements documentation

C.Create stakeholder management strategy

D.Create quality management plan

182.项目经理完成了项目章程。项目经理需要做的下一个活动是什么？

A.创建详细的相关方登记册

B.创建需求文件

C.创建相关方管理策略

D.创建质量管理计划

183.The project manager conducts an inspection with the customer to confirm that the project deliverables meet the product acceptance criteria and fulfill the customer's expectation. These actions are part of which of the following processes?

A.Control Quality    B.Close Project or Phase    C.Control Scope    D.validate Scope

183.项目经理与客户一起进行检查，确认项目可交付成果是否符合产品验收标准并满足客户的期望。这些行动属于下列哪一个过程的组成部分？

- A.控制质量
- B.项目或阶段收尾
- C.控制范围
- D.确认范围

184.The project manager is asked to estimate a project' s costs.The cost and time estimates must be accurate and the detailed cost of every work package is required.Which of the following techniques should be used ?

- A.Top-down estimates
- B.Roug order of magnitude estimates
- C.Bottora-up estimates
- D.Parametric estimates

184.项目经理被要求估算项目成本。成本和时间估算必须准确，要求详细说明每个工作包的成本。项目经理应适用下列哪一项技术？

- A.自上而下估算
- B.粗量级的估算
- C.自下而上估算
- D.参数估算

185. Diagram shows the sequence of activities for project XYZ and its duration, the project manager is asked to reduce the project duration by two weeks, none of the activities can be fast tracked. Activities A and F cannot be crashed; activity G can be crashed by two weeks; and all other activities can be crashed by one week. To meet the new project duration requirement, which of the following will the project manager decide to do?

- A.Crash activity G
- B.Crash activities C and D
- C.Crash activities G and C and D
- D.Crash activities G and F and C

185.图显示了 XYZ 项目的活动顺序及其持续时间。项目经理被要求将项目工期缩短两周，但所有的活动均无法快速跟进。活动 A 与 F 无法赶工；活动 G 的进度可提前两周；其他每项活动可将进度提前一周：为了满足新的项目工期要求，项目经理将决定采取下列哪种行动？

- A.加快活动 G 的进度
- B.加快活动 G 和 D 的进度
- C.加快活动 G C 和 D 的进度
- D.加快活动 G F 和 C 的进度

186.The project team follows outlines in the process improvement plan to identify needed improments. In which process group, should this task be performed.

- A.Planning
- B.Executing
- C.Monitoring &Controlling
- D.Closing

186 项目团队遵循过程改进计划中说明的步骤来识别必须的改进。该任务应在哪一个过程组中执行？

- A.计划
- C.执行
- C.监控
- D.收尾

187.What are the two main rules to follow during schedule crashing?

- A.Crash the activities on non-critical path and those that cost the least by crashing
- B.Crash the activities on critical path and those that cost the least by crashing
- C.Crash the activities on critical path and those that cost the most by crashing
- D.Crash the activities on non-critical path and those that cost the most by crashing.

187.赶工期间需要遵循的两个主要原则是什么？

- A.对非关键路径上以及赶工成本最少的活动赶工
- B.对关键路径上以及赶工成本最少的活动赶工

- C.对关键路径上以及赶工成本最多的活动赶工
- D.对非关键路径上以及赶工成本最多的活动赶工

188.What tools and techniques are used to monitor and control risk?

- A.Risk audits, inspection, and status meetings
- B.Status meetings, risk register, and risk reassessment
- C.Status meetings, variance and trend analysis, and change requests
- D.Risk audits, reserve analysis, and status meetings

188.哪些工具和技术可以用来监控风险?

- A.风险审计, 检查和状态会议
- B.状态会议, 风险登记册和风险重新评估
- C.状态会议, 偏差和趋势分析和变更请求
- D.风险审计, 储备分析和状态会议

189. Which of the following statements is related to the Conduct Procurements Process?

- A.The process of obtaining seller responses, selecting a seller, and awarding a contract.
- B.The process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers.
- C.The process of completing each project procurement.
- D.The process of managing procurement relationships, monitoring contract performance and making changes and corrections as needed.

189.下列哪一项与实施采购过程相关?

- A.获取卖方答复, 选择卖方并授予合同的过程
- B.制定项目购买决议, 确定方法和识别潜在卖方的过程
- C.完成每个项目采购的过程
- D.管理采购关系, 监督合同履行以及做出所需变更和更正的过程

Which of the following is an objective of a quality audit?

- A.Identification of gaps and shortcomings

B.Development of change requests

C.Development of quality metrics

D.Identification of cause and effect diagrams

190. 下列哪一项属于质量审计的目标?

A. 识别差距和缺点

B. 制作变更请求

C. 制作质量指标

D. 确定因果图

Which of the following is an example of quality control?

A. Identify quality requirements and \ or standards for the project and product

B. Determine whether the work is continuously improving

C. Recommend action to eliminate the root causes of unsatisfactory product performance

D. Determine whether project activities comply with organizational and project policies, processes and procedures

191. 下列哪一项属于质量控制的范畴?

A. 确定项目和质量产品的要求或标准

B. 确定工作是否能持续改进

C. 提出措施建议, 消除产品性能不符合要求的根本原因

D. 确定项目活动是否符合组织和项目政策

192. In the development of a new project the endurance testing is an important activity on critical path. However, the last facility is occupied by a higher project, which is taking longer than initially planned. What should the project manager do text?

A. Perform a root cause analysis for the delayed project

B. Review the risk register for the appropriate response

C. Inform the project stakeholders about the delay

D. Escalate the issue to senior management.

192. 在开发一个新产品时, 耐久性测试是关键路径上的一项重要活动。然而, 测试设施被一个优先级较高的项目占用, 且占用时间比原计划长。项目经理接下来应该怎么做?

- A.为延迟的项目开展根本原因分析
- B.审查风险登记册中的适当响应
- C.将延期情况通知项目相关方
- D.将问题上报给高级管理层

193. Which of the following tools and techniques are used in procurement planning?

- A.Reserve analysis
- B.Make-or-buy analysis
- C.Bidder conferences
- D.Vendor bid analysis

193.采购规划中运用了下列哪种工具和方法?

- A.储备分析
- B.自制或外购分析
- C.招标人会议
- D.供应商投标分析

194.The project manager is briefing management on project status and identifies a negative schedule variance but a positive cost variance. Which of the following conclusion is reasonable?

- A.The project is behind schedule but may be brought back on schedule by adding resource
- B.The project is ahead of schedule but over budget and needs further investigation
- C.The project is behind schedule, over budget and merits serious concern
- D.The project is ahead of schedule, under budget and progressing with no obvious issues

194.项目经理正在向管理层汇报,确定出一个负的进度偏差和正的成本偏差。下列哪一项结论是合理的?

- A.项目落后于进度,但是可以通过增加资源赶上进度
- B.项目超前于进度,但是超出预算,需要进一步调查
- C.项目落后于进度,超出预算,并引发特别关注
- D.项目超前于进度,低于预算,进展无明显事件

195.Situations calling for a matrix organization include outside pressure for dual focus, \_\_\_and

pressure for high information processing capability.

- A.Pressure for clear accountability
- B.Pressure for reduced duplication of effort
- C.Pressure for shared resources
- D.Pressure for formalized communication

195.矩阵型组织需要应对双重焦点的外部压力， \_\_\_\_和具备高信息处理能力的压力。

- A.职责明确的压力
- B.减少重复工作的压力
- C.资源共享的压力
- D.形式化沟通的压力

196.The planned cost for a construction project is US \$100,000. after 40% of the physical work is completed, the actual cost incurred is US \$60,000. The project ' s cost performance index is which if the following?

- A.0.6
- B.0.67
- C.1.5
- D.1.6

196.某个施工项目的计划成本是 100, 000 美元，在完成实际工作的 40%之后，实际成本为 60, 000 美元。项目的成本绩效指数是下列指数的哪一个？

- A.0.6
- B.0.67
- C.1.5
- D.1.6

197. The project team has decided to classify and prioritize risks, in which more than two parameters are needed during the classification process. For the choice of tools and technologies, your suggestions are as follows:

- A.hierarchy diagram
- B.Probability and Impact Matrix

C.Risk Data Quality Assessment

D.Risk probability and impact assessment

197. 项目团队决定对风险进行分类和优先级排序，其中在分类过程中，需要使用两个以上的参数，对于工具和技术的选择，你的建议是：

A.层级图

B.概率和影响矩阵

C.风险数据质量评估

D.风险概率和影响评估

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

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

B.Moot with the change control board approve the change.

C.Prepare a change request form that details the fix.

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

198.项目经理管理一个产品开发项目。产品通过测试，且最终版本将向客户发布。项目发布之前客户发现在最终发布版本中必须修复一个关键问题。客户同意支付由于产品变更而产生的相关费用。项目经理首先应该怎么做？

A.拒绝客户的请求，并建议在后续版本中修复这个问题。

B 与变更控制委员会开会，批准该变更

C.准备变更请求表,详细说明修复问题

D.与发起人开会评估变更的影响

199. The project manager's change request is approved by the change request board and will affect the project schedule. What is the next step to implement the change?

A Re-baseline the project

B.Assign the change request to a team member

C.Update the project management plan



D.Revise the budget

199.项目经理的变更请求获得变更委员会的批准，并且会影响到项目进度。实施变更的下一步是什么？

- A.重订项目基准
- B.向某个团队成员分配变更请求
- C.更新项目管理计划
- D.修改预算

200.A project manager is assigned to a development project. During testing, the sponsor decides to change one of the product's main functions. The project manager will cover the cost of this development using which of the following?

- A.Management reserve
- B.Contingency reserve
- C.Cost reserve
- D.Constraints reserve

200.项目经理被任命管理一个开发项目。在测试过程中，发起人决定变更产品的其中一个主要功能。项目经理将会使用下列哪一项来涵盖这个开发成本？

- A.管理储备
- B.应急储备
- C.成本储备
- D.约束条件储备