一.须知.

*本考试仅需便用铅笔.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，否则以废卷处理

*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、A project manager has been overwhelmed with problems on his project. He would like to identify the root cause of the problems in order to determine where to focus his attention. Which of the following tools would be BEST for the project manager to use?

A.Pareto chart B

B.Conflict resolution techniques

C.Fishbone diagram

D.Trend analysis

1.一项目经理被他的项目的各种问题折磨得狼狈不堪。他想找出问题的根源，以决定把注意力放在哪儿。该项目经理最应该使用下列哪项工具？

A.帕雷托图

B.冲突解决技巧

C.鱼骨图

D.趋势分析

2.In which of the following situations should a control chart tool be used?

A.Showing trends in a process over time and forecasting future

B.Showing the relationship between two variables in a non-predictive

C.Monitoring and improving repetitive processes over time with defined

D.Identifying possible causes related to a problem

2.下列哪种情况应采用控制图工具？

A.说明过程随时间发展的趋势以及预测未来结果

B.以非预测方式说明两个变量的关系

C.根据指定界限监控并改进随时间可重复出现的过程

D.识别问题的可能原因

3.The company wants you to select tools and technologies to implement the quality management process and supplement existing quality control activities. Which of the following would you choose?

A.Quality audits

B.Statistical sampling

C.Pareto charts

D.Trend analysis

3.公司要你选择工具和技术以实施管理项目质量过程，补充现有的控制质量活动。你会选择下列哪项？

A.质量审计

B.统计抽样

C.帕雷托图

D.趋势分析

4.What diagram is used to illustrate the connections between work to be completed and team resources?

A.Resource histogram

B.Organizational chart

C.Control chart

D.RACI chart

4.下列哪一种图表示用来说明需要完成的工作与团队资源之间的关系?

A.资源直方图

B.组织图

C.控制图

D.RACI 图

5.Which of the following quality tools allows the identification of a possible relationship between changes observed in variables?

A.Run chart B.

B.Pareto chart

C.Scatter diagram

D.Histogram

5.下列哪一项质量工具用来识别存在于两个变量中变更的关系？

A.趋势图

B.帕累托图

C.散点图

D.直方图

6.The project manager in the control quality product inspection process discovers that a product currently manufactured has a design defect that could potentially reoccur in the company's future projects. The project manager known the problem can be solved with a minimal Stander change. What should the project manager do next?

A.Continue with the project as planed and leave the improvement for another project.

B.Recommend a standers update.

C.Update the quality management plan.

D.Wait until the next project manager's meeting to notify other project manager of the problem.

6.项目经理目前处于控制质量产品检查过程，发现目前生产的产品存在设计缺陷，可能在公司将来的项目中还会发生。项目经理知道这个问题可以通过细微的标准变更得以解决。项目经理下一步应该怎么做？

A.继续按原计划执行该项目，在另一个项目中改变这个缺陷。

B.建议更新标准

C.更新质量管理计划

D.等到下一次项目经理会议时将这个问题通知其他项目经理。

7.A product is test launched. The customer reports a few issues.The cost of correcting these issues is classified as which of the following?

A.Prevention

B.Repair

C.nternational （Internal）failure

D.External failure

7.产品已经试验性地推出市场。但客户报告存在一些问题。修正这些问题的成本属于什么成本？

A.预防成本

B.修复成本

C.内部损失成本

D.外部损失成本

8.ecause your project involves complex technologies and the number of different stakeholders, you have to establish several change control committees (a technical review committee, an engineering review committee). Now your project team members are threatening to say that creating such a bureaucratic committee will destroy your image. You point out to them that a change can be automatically confirmed without the involvement of any committee. An example of such a change is

A.Proposed by the project sponsor

B.The outcome of an emergency

C.Suggestions from Customers

D.Commands arising from a new statutory rule

8.由于你的项目涉及复杂的技术和不同干系人的数目，你不得不建立几个变更控制委员会（一个技术审查委员会，一个工程审查委员会）。现在你的项目团队成员威胁你说.创立这么一个官僚委员会将毁损你的形象。你对他们指出.一个变更可以不通过任何委员会的参与而自动得到证实。这样的变更的一个例子是

A.由项目发起人建议提出

B.一个紧急情况的结果

C.由客户提出的建议

D.由于一个新的法令规则而产生的命令

9.Which of the following should be determined before developing project management plan?

A.Project plan updates

B.Stakeholder skills and   knowledge

C.Work authorization system

D.Constraints and assumptions

9.在制定项目管理计划之前,应该确定下述哪项内容?

A.项目计划更新

B.干系人技能和知识

C.工作授权系统

D.制约因素和假设条件

10.our management has decided that all orders will be treated as "projects" and that project managers will be used to update orders daily, resolving issues and ensuring that the customer formally accepts the product within 30 days of completion. Revenue from the individual orders can vary from U.S. \$100 to U.S. \$15O,OOO. The project manager will not be required to perform planning or provide documentation other than daily status. How would you define this situation?

A.Because each individual order is a "temporary endeavor," each order is a project.

B.This is program management since there are multiple projects involved.

C.This is a recurring process

D.Orders incurring revenue over \$100,000 would be considered projects and would involve project management

10.你的管理层将所有订单都看作"项目"，项目经理需每日更新订单情况，以便随时解决问题确保客户在完工后 30 天内接受产品。每个订单收入在 100 美金到 15O,OOO 美金之间。项目经理只要每日更新项目状况，不需要执行计划或提供文件。你如何定义此种情况？

A.因为每个订单都是"临时努力"，每个订单就是一个项目

B.这是多项目管理，因为涉及到很多个项目

C.这是个重复的过程

D.订单收入在 100,000 美金之上的才可称作项目，才能运用到项目管理

11.The sponsor's role on a project is BEST described as.

A.helping to plan activities.

B.Decide the project objectives

C.identifying unnecessary project constraints

D.helping to put the project management plan together

11.项目发起人的最佳角色为.

A.帮助计划活动

B.确定项目目标

C.识别不必要的项目约束条件

D.帮助将项目管理计划整合在一起

12 .Which cost estimation techniques are used in agile projects?

A.Thumb Rules

B.Bottom-up estimation

C.Parameter Estimation

D.Top-down estimation

12.敏捷项目使用了哪一种成本估算技术？

A.拇指规则

B.自下而上估算

C.参数估算

D.自上而下估算

13.You are assigned project manager in executing project; the project is in control on baseline, if customers are not satisfied with the performance, then what you should do firstly?

A.Discussing with project team

B.Baseline revised

C.Contract Renegotiation

D.Meeting with customers

13.在项目执行过程中，你被任命为项目经理。项目各项指标都在基线的允许范围内,如果客户对项目绩效不满意,你首先应该做什么？

A.与项目团队一起讨论

B.重新计算基线

C.重新商谈合同

D.与客户见面

14.Which tool assists the project manager in executing large and complex projects more efficiently?

A.Project management knowledge database

B.Organization process asset

C.Project management information system

D.Lessons learned

14.下列哪一项工具可以帮助项目经理更有效率地执行大型复杂项目？

A.项目管理知识

B.组织过程资产

C.项目管理信息系统

D.经验教训

15.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 reeds 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 stakeholders' approval.

15.项目经理将项目计划给干系人，并且获得他们的支持。后来，一个干系人说详细的交流计划需要改变。项目经理和干系人讨论这个计划，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，与之前干系人批准的保持一致

D.更改沟通计划，并请干系人的批准

16.Lessons learned are BEST completed by:

A.Project manager

B.Team

C.Sponsor

D.Stakeholders

16.经验教训最好由谁完成？

A.项目经理

B.团队

C.出资人

D.项目干系人

17.Your employee is three days late with a report. Five minutes before the meeting where the topic of the report is to be discussed, she hands you the report. You notice some serious errors in it. What should you do?

A.Cancel the meeting and reschedule when the report is fixed.

B.Go to the meeting and tell the other attendees there are errors in the report

C.Force the employee to do the presentation and remain silent as the other attendees find the errors.

D.Cancel the meeting and rewrite the report yourself.

17.你的员工提交报告晚了 3 天。讨论这篇报告的会议开始前 5 分钟，她向你交了报告。你注意到里面有一些严重的错误。你应该怎么办？

A.取消会议，等报告修改好再重新计划时间

B.去开会，告诉其他与会人报告有错误

C.强迫员工讲报告，当其他与会人发现错误时自己保持沉默

D.取消会议，自己重新写这篇报告

18.A project has an SPI<1 and a CPI>1. The project manager should take which of the following corrective actions?

A.Crashing

B.Fast tracking

C.Resource leveling

D.Monte Carlo analysis

18.一个项目的 SPI<1, CPI>1，项目经理应该采取下列哪一项纠正措施？

A.赶工

B.快速跟进

C.资源平衡

D.蒙特卡洛分析

19.Given that you are neighbors, you and the CEO of your company have established a friendly personal relationship. This fact has not gone unnoticed by your peers and associates. Recently, your company appointed you project manager for a new project that is crucial to achieving next year's financial targets. Which type of power available to project managers might you be able to rely on?

A.Referent

B.Reward

C.Formal

D.Expert

19.假定你和公司的 CEO 是邻居，你们的关系比较铁，而公司的同事也都知道你们之间的关系比较好。最近，你的公司任命你为一个新项目的项目经理，而这个项目对实现下一年的财务目标是至关重要的。你会依靠下列哪种权力类型来行使项目经理的权力？

A.参照型

B.奖励型

C.正式型

D.专家型

20.As a project approaches completion.

A.Risk management is no longer needed

B.The cost of changes typically increase

C.The probability of high-risk items increases

D.Contingency reserves are no longer needed

20. 当项目接近完工时.

A.就不再需要风险管理

B.变更成本一般会增加

C.高风险项的肯能性会增加

D.不再需要应急储备

21.The project manager has just received a change from the customer that does not affect the project schedule and is easy to complete. What should the project manager do FIRST?

A.Make the change happen as soon as possible.

B.Contact the project sponsor for permission.

C.Go to the change control board.

D.Evaluate the other components of the "triple constraint."

21.项目经理刚从客户那里收到一项变更，此变更不会影响进度，也很容易完成。项目经理首先应该做什么？

A.立即实施变更

B.联系发起人以得到允许

C.求助变更控制委员会

D.评估"三重约束"的其他组成部分

22.During project execution, the customer wants to make a change in the project scope. What should the project manager do？

A.Ask for a change request

B.Advise the customer that there is no possibility for changes while the project is underway.

C.Rewrite the project plan with the new requirements and implement it.

D.Involve top management to plan a new budget and resources.

22.项目执行期间，客户希望对项目范围进行变更. 项目经理应该怎么做？

A.要求变更请求

B.通知客户在项目进展过程中不可能变更

C.重写项目计划添加新的需求并实施

D.让高级管理层参与，计划新的预算和资源

23.During the two weeks of project execution, team members reported that the client asked the engineer about a possible new function. What should the project manager do next?

A.Discuss with customers the risks of changing project scope

B.Record customer's problems and proceed according to change management plan

C.Informing customers that any changes will result in higher costs

D.Evaluate impact and review project scope with clients

23.在项目执行两周时，团队成员报告，客户询问工程师有关一个可能的新功能问题。项目经理下一步应该怎么做？

A．与客户讨论变更项目范围的风险

B．记录客户的问题，并根据变更管理计划进行

C．告知客户任何变化都将导致更高的成本

D．评估影响，并与客户一起审查项目范围

24.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.

24..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

25. A project providing data center services has completed 50%. What should project managers do when customers ask to move some deliverable milestones to meet new priorities?

A.Evaluate changes and continue without any impact on cost or schedule

B.Record change requests and submit them to the Committee for approval

C.Act in accordance with the Change Management Plan

D.Evaluate changes and continue without any impact on risk or quality

25.一个提供数据中心服务的项目完成 50%。客户要求移动一些可交付成果里程碑，来适应新的优先级，项目经理应该怎么做？

A．评估变更，并在如果没有对成本或进度产生影响时继续

B．记录变更要求，并提交给委员会批准

C．按照变更管理计划行事

D．评估变更，并在如果没有对风险或质量产生影响时继续

26.A project is a week behind schedule because an engineer is not familiar with some of the technology. The project manager assigns a senior resource to mentor the engineer and documents it in the project management plan. This is an example of which of the following？

A.Work performance information

B.Expert judgment

C.Corrective action

D.Preventive action

26.由于工程师不熟悉某些技术，项目落后于进度一周．项目经理任命一名高级资源来指导工程师，并将其记录在项目管理计划中．这属于下列哪一项范畴？

A.工作绩效信息

B.专家判断

C.纠正措施

D.预防措施

27.The project manager has a list of success criteria provided by different stakeholders at the beginning of the project. The project manager is uncertain how to prioritize the success criteria and must present the project charter in a meeting tomorrow. What should the project manager do next？

A.Check with the sponsor about the project success critical and add it to the project charter

B.Discuss the success criteria with the stakeholders at the next project meeting

C.List all success criteria in the project charter

D.Select one of the success criteria and include it in the project charter

27.项目经理拥有一份在项目开始时由不同干系人提供的成功标准清单．项目经理对于如何排列这些成功标准的优先顺序感到不确定，并且明天必须在会上陈述项目章程．项目经理接下来应该怎么做？

A.与发起人核对项目成功标准，并将其添加到项目章程中

B.在下一次项目会议上，与干系人讨论成功标准

C.在项目章程中列出所有成功标准

D.选择其中一个成功标准，并将其包含在项目章程中

28.Project A is delivered to customer A and the closure activities are carried out. The project team will be transferred to work on project B for customer B. The sales manager requests the project manager provide post sales support for project A. Which of the following should the project manager do？

A.Move the project team to project B and start new initiation activities.

B.Suggest the sales manager obtain new resources

C.Ensure project A's specific knowledge is captured and transferred to the organization

D.Deny the sales manager's request and refer to the contract

28. 项目 A 已经交付给客户 A ，而且开始开展收尾活动. 项目团队将会转到客户 B 的项目上工作. 销售经理要求项目经理提供项目 A 的售后支持. 项目经理应执行下列哪一项？

A.将项目团队转移到项目 B 上，开始新的启动活动.

B.建议销售经理获得新的资源

C.确保项目 A 的特定知识已获收集，并移交组织.

D.拒绝销售经理的请求，并查阅合同.

29. A team member notifies the project manager that an assigned task cannot be implemented by conventional methods. Team members suggest a new approach, but it may take extra time and affect project benchmarks. What should a project manager do first?

A.Immediate implementation of changes to meet schedule benchmarks

B.Start the change request process

C.Meeting with the sponsors to explain the situation

D.Implementing Change Impact Analysis

29. 一名团队成员通知项目经理，一个已分配的任务不能通过常规方法实施。团队成员建议了一个新方法，但可能需要额外的时间，并影响项目基准。项目经理首先应该怎么做？

A.　立即实施变更，满足进度基准

B.　开始变更请求过程

C.　与发起人开会，说明这种情况

D.　执行变更影响分析

30.A customer asks the project manager add three small requirements to the project. The project manager believes these small requirements could be done as part of the current baseline plan and would not impact project resources, cost and time lines. The project manager should do which of the following?

A.Include these new requirement and continue to deliver them.

B.Document the request and have the project team analyze it.

C.Ask for more time or money from the customer just in case.

D.Ask for more time or money from the customer just in case.

30.客户要求项目经理在项目中增加三个小需求，项目经理认为这些小需求可以作为当前的基准计划组成部分完成，且不会影响到项目资源.成本和进度。项目经理下一步该做什么？

A.　包含这些新需求，并继续实现这些需求。

B.使用文件记录该需求，并让项目团队分析

C.　为以防万一，向客户要求更多的时间或资金

D.接收新需求，并通知项目干系人该变更情况

31.The team encountered a flaw before. Team A members issued solutions, which appeared again in a recent iteration. Team member B said that he had not received solutions. What do you need to do as an agile management engineer?

A.Team work together to solve this problem

B.Sharing of Normalized Solutions

C.Functional Manager Reporting to Team Member B

D.Privately communicate with team member B

31.团队之前遇到了一个缺陷，团队 A 成员发过解决方案，在最近的一次迭代中又出现了团队成员 B 说他没有收到过解决方案，你作为敏捷管理工程师，需要怎么做？

A.团队一起来解决这个问题

B.规范化解决方案的分享方式

C.汇报给团队成员 B 的职能经理

D.私下和团队成员 B 沟通

32.The seller tells you that your activities have resulted in an increase in their costs. You should.

A.recommend a change to the project costs.

B.management to find out what to do.

C.have a meeting with ask the seller for supporting information.

D.deny any wrongdoing.

32.卖方告诉你，你的经营活动使得卖方的成本增加了。你应该：

A.建议变更项目成本

B.会见管理层，找到解决办法

C.寻求卖方提供支持信息

D.拒绝承认做错事

33.Which of the following BEST describes the project manager's role during the contracting process?

A.Project manager has only inner involvement.

B.Project manager should be the negotiator.

C.Project manager should supply an understanding of the risks of the project.

D.Project manager should tell the contract manager how the contracting process should be handled.

33.下列哪项最好的说明了项目经理在签订合同时的职责？

A.项目经理很少参与

B.项目经理必须是谈判代表

C.项目经理应提供对项目风险的理解

D. 项目经理应告诉合同经理签订合同过程应如何处理

34.You are about to take over a project from another project manager and find out the following information about the project. Activity Z has an early start (ES) of day 15 and a late start (LS) of day 20. Activity Z is a difficult activity. Cost performance index (CPI) is 1.1. Schedule performance index (SPI) is 0.8. There are 11 stakeholders on the project. Based on this information, which of the following would you be the MOST concerned about?

A.Schedule

B.Float

C.Cost

D.The number of available resources

34.你要从另一名项目经理手中接管一个项目，你发现了关于该项目的如下信息.活动 Z 的最早开始日期为 15 号，最晚开始日期为 20 号。活动 Z 很困难，其成本绩效指数（CPI）为 1.1，进度计划执行指数（SPI）为 0.8。该项目共有 11 名干系人。根据如上信息，你最关注的问题是：

A.进度

B.浮动时间

C.成本

D.可用资源数量

35.You recognize the importance of quality control for your project. However, you also know that quality control has related costs and the project budget is limited. A way to reduce the cost of quality control:

A.Strive for all quality processes to pass ISO certification

B.Use statistical samples

C.Overseeing the whole process

D.Use Trend Analysis

35.你认识到了质量控制对于你的项目的重要性。然而，你同时也知道质量控制有相关的成本而项目的预算是有限的。一个降低质量控制成本的方法是

A．争取全部质量进程通过 ISO 认证

B．使用统计样本

C．对全过程进行监督

D．使用趋势分析

36.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 favored one group with 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.

36.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

37.At the end of a project, a project manager determines that the project has added four areas of functionality and three areas of performance. The customer has expressed satisfaction with the project. What does this mean in terms of success of the project?

A.The project was an unqualified success.

B.The project was unsuccessful because it was gold plated.

C.The project was unsuccessful because the customer being happy means they would have paid more for the work.

D.The project was successful because the team had a chance to learn new areas of functionality and the customer was satisfied.

37.项目期末，一项目经理确定该项目增加了 4 项功能和 3 项绩效。客户对项目表示满意。这对该项目是否成功来说，是什么意思？

A.该项目绝对成功了

B.该项目没成功，因为它镀金了

C.该项目没成功，因为客户满意意味着他们为这个项目支付的更多了

D.该项目成功了，因为团队有机会学习新的功能，客户也很满意

38.A customer has given you a contract statement of work for a complex, eight month project that has a few unknowns. The customer has asked you to just "get it done" and only wants to see you at the end of eight months when you deliver the finished project. Under these circumstances, which of the following is the BEST thing to do?

A.Complete the project as requested, but validate its scope with the customer occasionally throughout.

B.Complete the project within eight months without contacting the customer during this time.

C.Ask management to check in with the customer occasionally

D.Complete the project, but document that the customer did not want contact. Procurement Management Answers

38.一客户给你一复杂项目的采购工作说明书，该项目为期 8 个月，未知的东西不多。客户只要你"将它完成"，只要在 8 月末你交付项目的时候见你。在这种情况下，下列哪种做法最好？

A.按要求完成项目，但是一直与客户时不时地确认其范围

B. 在 8 个月内完成项目，期间不联系客户

C.让管理层时不时地和客户联系

D.完成项目，但是记录下客户不想联系

39.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 more experience

39.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线，下面哪个应该密切监查？

A.风险和应对计划

B.关键路径上的活动

C.整体变更控制

D.由较丰富经验的资源执行任务

40.The scope is verified, and deliverables are completed and accepted by the stakeholders. Based on these deliverables, the organizational process assets and the project plan. What should the project manager do next?

A.Close the project or phase

B.Report performance to the team

C.Arrange a kick-off meeting

D.Conduct a quality assurance review

40.项目范围已经核实，而且可交付成果已完成，并获得干系人的验收。根据这些可交付成果，更新了组织过程资产和项目计划，项目经理接下来该做什么？

A.结束项目或阶段

B.将绩效报告给团队

C.安排项目启动大会

D.开展质量保证审查

41.Effective communication is vital for project success. Scope changes, constraints, assumptions, integration and interface requirements, overlapping roles and responsibilities, and many other factors all pose communications challenges. The presence of communication barriers is most likely to lead to

A.Reduced productivity

B.Increased hostility

C.Low morale

D.Increased conflict

41.有效的沟通对于项目的成功至关重要。范围变更.限制条件.假设.整合与界面要求，重叠的角色和责任以及其它许多因素都对沟通提出了挑战。沟通上的障碍很可能导致:

A.生产力下降

B.敌意增强

C.士气低落

D.冲突增加

42.The summary milestone schedule and summary budget have just been determined. What project management process group are you in?

A.Initiating

B.Planning

C.Executing

D.Monitoring and controlling

42.已经确定了总体里程碑计划和总体预算，那么项目处于哪个管理过程组？

A.启动

B.规划

C.执行

D.监控

43.Which of the following is used in define scope?

A.Product analysis

B.Scope baseline

C.WBS dictionary

D.Forecasts and inspection

43.下列哪一项用在定义范围当中？

A.产品分析

B.范围基准

C.WBS 字典

D.预测和检查

44.On larger projects, a Responsibility Assignment Matrix(RAM)can be developed at various levels. Which option exemplifies the RAM's levels?

A.High-level can define a project team group or unit is responsible for within each component of the WBS, while lower-level are used within the group to designate roles, responsibilities, and levels of authority for specific activities.

B.Lower level is used only to designate levels of authority for specific activities.

C.All levels are used to designate roles, responsibilities, and levels of authority for specific activities.

D.High level allows a person to see all activities associated with one person.

44.在大型项目中,可在不同层次制订责任分配矩阵(RAM)。下列那个选项体现了 RAM 的层次?

A.高层次可定义项目团队中的各小组分别负责 WBS 中的哪部分工作，而低层次则可在各小组内为具体活动分配角色.职责和职权。

B.低层次仅可以用来指定特定活动的职权级别

C.所有层次都可以用来指定角色,职责以及特定活动的职权级别

D.高层次允许个人查看与其有关的所有活动

45.A project manager gets a call from a team member notifying the project manager that there is a variance between the speed of a system on the project and the desired or planned speed. The project manager is surprised because that performance measurement was not identified in planning. If the project manager then evaluates whether the variance warrants a response, the project manager is in what project management process?

A.Initiating

B.Executing

C.Monitoring and controlling

D.Closing

45.一团队成员电话告知项目经理，称某一系统的实际速度与预计速度存在偏差。项目经理很吃惊，因为在计划阶段做绩效衡量时没发现此问题。如果项目经理开始评估是否要对偏差作出应对计划时，项目经理处于项目的哪个管理过程？

A.启动

B.执行

C.监控

D.收尾

46. The company was awarded a contract to develop a production assembly line for a product. Customers are concerned about a potential risk associated with key components. Which of the following will help the team enter the design phase of the project?

A.Developing prototypes

B.Implementing benchmarking

C.Conduct a customer seminar

D.Six Sigma Analysis

46.公司获得一项合同，开发一种产品的生产组装线。客户对一个与关键组件相关的潜在风险很担心。下列哪一项将帮助团队进入项目的设计阶段？

A．开发原型

B．实施标杆对照

C．进行一个客户研讨会

D．进行六西格玛分析

47.You are taking over a project during the planning process group and discover that six individuals have signed the project charter. Which of the following should MOST concern you?

A.Who will be a member of the change control board

B.Spending more time on configuration management

C.Getting a single project sponsor

D.Determining the reporting structure

47.项目进入了规划阶段你才接手，并且发现六个人已经签署了项目章程。以下你最应该关注哪项？

A.变更控制委员会会员是谁。

B.花更多的时间进行配置管理。

C.使项目有一个项目发起人。

D.确定汇报结构。

48.A conflict occurs between team member A and team member B in a project. The project manager calls both team members together and examines different solutions to the issue. Which of the following techniques does the project manager use to resolve the conflict?

A.Confronting

B.Compromising

C.Controlling

D.Forcing

48.某个项目上的团队成员 A 和团队成员 B 发成冲突，项目经理将两个团队成员叫到一起，针对问题研究了不同的解决方案，项目经理使用的是下列哪一项技巧来解决冲突的？

A.面对

B.妥协

C.控制

D.强迫

49.PMP's company intends to set up a PMO, and its superiors ask them to guide potential new project managers on how to develop a project charter. What is the most appropriate response for PMP?

A.They agree because they are possible helping to develop the profession.

B.They decline because it would be unethical to talk about PMI knowledge without the organization's permission.

C.They decline because they will be spreading confidential information about the project management profession.

D.They agree because there will be a personal gain associated with undertaking this activity.

49.PMP 所在公司打算成立一个 PMO,其上司要求他们指导可能的新项目经理如何制定一份项目章程。PMP 最适当回应是什么?

A.表示同意。因为他们正在帮助发展项目管理的专业.

B.表示拒绝。因为在未获得组织许可的情况下,告知有关 PMI 的知识是不道德的.

C.表示拒绝。因为他们将会散播有关项目管理专业人员的保密信息.

D.表示同意。因为将会产生与承担此项活动有关的个人利益.

50.When a project manager approaches the end of their company's big project, the company's organizational structure, objective and Strategies have changed. What should the project manager take from the following methods?

A.Speak with the line one manager to ensure the whole resources should continue to complete the task which assigned before.

B.Check if there is budget available to continue the project following the master schedule.

C.Disregard the change in goals and strategies and continue to run the end.

D.Inquire with the project sponsor as to whether or not the project still fits the company's Strategies.

50.在项目经理快要结束公司的大型项目时，公司的组织结构.目标和战略发生变化。项目经理必须采取下列哪一项措施？

A.与职能经理谈话保证所有资源能够继续完成之前分派的任务

B.检查预算是否足以让项目总进度表执行。

C.忽视在目标和战略方面发生的变化.继续运行项目，直至项目结束

D.询问项目发起人，看项目是否符合公司的战略。

51.After a long and frustrating day, your company CEO found himself circling the attendant's booth at the adjacent parking garage in a futile attempt to find his way out of the building (his limousine driver had taken the day off). He approached the building manager the next day and said he would have his staff design an improved system for vehicle egress and ingress. You are the project manager for this project. You decide to use flowcharting to

A.Help analyze how problems occur

B.Show dependencies between tasks

C.Show the results of a process

D.Forecast future outcomes

51.某天晚上下班的时候，由于司机休假，你们公司的 CEO 不得不自己开车。但是他怎么也找不到出楼的路，加上他本来已经比较疲惫了，所以他感到非常恼火。第二天就找人要改善本楼的出入系统，以方便大家进出。而你正是这个出入系统的项目经理，你决定用流程图来做什么事情？

A.帮助分析问题是如何出现的

B.表明任务之间的依赖关系

C.说明一个流程的结果

D.预测未来成果

52.A project manager is managing his second project. It started one month after the first and both are ongoing. Though his first project is small, this one seems to be growing in size every day. As each day passes, the project manager is beginning to feel more and more in need of help. The project manager has recently heard that there was another project in the company last year that is similar to his second project. What should he do?

A.Contact the other project manager and ask for assistance.

B.Obtain historical records and guidance from the PMO.

C.Wait to see if the project is impacted by the growth in scope.

D.Make sure the scope for the project is agreed to by all the stakeholders.

52.一项目经理正在管理他第二个项目，第二个项目在第一个项目开始一个月后启动，两个项目同时进行中。尽管第一个项目很小，但规模与日俱增。每经历一天，项目经理就越加感到需要帮助。最近，项目经理听说去年公司某一项目和自己的第二个项目非常相似，项目经理该如何做？

A.联系那位项目经理寻求帮助。

B.从 PMO 处获取历史记录及指导原则。

C.等待并确定项目是否会受到范围扩大的影响

D.确保所有干系人同意项目范围

53.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

53.下列哪一项属于控制质量的范畴？

A.确定项目和产品的质量要求和|或标准

B.确定工作是否能持续改进

C.提出措施建议，清除不合格产品性能的根本原因

D.确定项目活动是否符合组织和项目政策

54.A project manager discovers that a work package has been completed for substantially less cost than planned. Which of the following is NOT among the first things to consider doing?

A.Make sure all project processes were followed.

B.Make sure the right resources were used.

C.Make sure all the work was done.

D.Identify ways to increase the result.

54.项目经理发现，某一工作包实际花费比预算少很多。以下都是首先要考虑做的事情，除了：

A.确保遵循了所有的项目流程。

B.确保合理地使用了资源。

C.确保所有工作已经完成。

D.识别增加结果的各种方法。

55. According to the iteration burn-out diagram, what is the current state of the iteration when comparing the planned and completed story points?

A.Iteration is at risk

B.The team has deleted the scope

C.Iteration ahead of schedule

D.Stable team speed

55.根据一下迭代燃尽图，对比计划的故事点和已完成的故事点时，迭代的当前状态是什么？

A.迭代处于危险之中

B.团队已经删除范围

C.迭代提前于进度

D.团队速度稳定不变
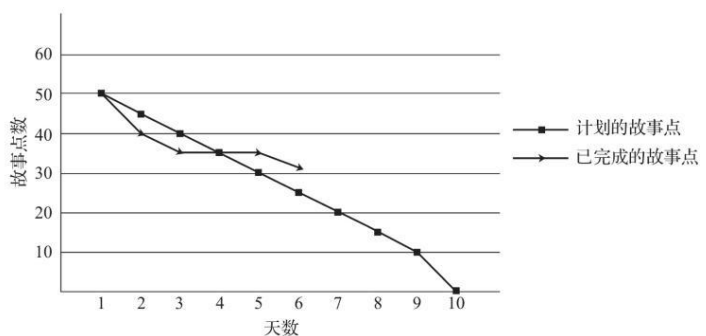
56.Stakeholders can be identified in which project management process groups?

A.Initiating, planning, executing, monitoring and controlling, and closing

B.Initiating and planning

C.Planning and monitoring and controlling

D.Monitoring and controlling and closing

56.在哪个项目管理过程组中识别干系人？

A.启动.规划.执行.监控和收尾过程组

B.启动和规划过程组

C.规划和监控过程组

D.监控和收尾过程组

57.A project manager advises the project sponsors of a significant project cost overrun. The sponsors want to know why they were not advised earlier of this situation. What should the project manager have done to address this issue prior to the sponsors' feedback?

A.Create a communication plan to address the needs of the project stakeholders

B.Invite the project sponsors to team meeting for regular updates

C.Add contingency to the project budget so overspend is absorbed into project costs

D.Cut back on project resources to the project to recover cost overrun as a matter of urgency

57.项目经理向项目赞助人通知了一项重大项目超支，赞助人想知道为什么没有较早通知该情况。在赞助人反馈前，项目经理本应采取何种措施解决该问题?

A.制定沟通计划，处理项目利害关系者的需求

B.邀请项目赞助人参加团队会议进行定期更新

C.将意外支出加入项目预算，从而将超支纳入项目成本

D.消减项目资源以紧急弥补成本超支

58.The project team met the project timeline, but exceeded the budget. They key stakeholders formally accept the deliverables and the project team completes the postmortem review. What report should the project team create?

A.Project management report

B.Project closure report

C.Cost and profit report

D.Final status report

58.项目团队满足项目工期，但却超出预算。关键干系人正式验收可交付成果，且项目团队完成了事后审查，项目团队应该创建哪一份报告？

A.项目管理报告

B.项目收尾报告

C.成本和利润报告

D.最终状态报告

59.A project manager uses a schedule network analysis technique in which a distribution range of probable activity durations is defined for each activity. Which of the following techniques should the project manager use to calculate a distribution of possible outcomes for the total project?

A.Resource leveling

B.Monte Carlo analysis

C.Critical Chain technique

D.Cause and effect analysis

59.项目经理利用一种进度网络分析技术，为每项活动都定义了可能的活动工期分布范围，项目经理应该使用下列哪一项技术来计算整个项目的可能结果分布？

A.资源平衡

B.蒙特卡洛分析

C.关键链技术

D.因果分析

60.If the end date of an initial plan is later than the desired date, what is the FIRST action the project manager should consider?

A.Reviewing current resource on the project

B.Determining whether more work can be done in parallel

C.Starting critical path activities at their early start dates.

D.Negotiating a change in scope for an activities with negative float

60.如果初步计划的完工日期迟于期望日期，则项目经理应考虑的第一步行动是什么？

A.评审当前的项目资源情况

B.确定是否有更多工作能够并行

C.在最早开始日期开始关键路线活动

D.为任何负时差活动协商工作范围变化

61.To control the schedule, a project manager is reanalyzing the project to predict project duration. She does this by analyzing the sequence of activities with the least amount of scheduling flexibility. What technique is she using?

A.Critical path method

B.Flowchart

C.Precedence diagramming

D.Work breakdown structure

61.为了控制进度，项目经理重新分析了项目状况，目的是预估项目工期。通过浮动时间来分析活动之间的逻辑关系。她使用了什么技术？

A.关键路径法

B.流程图

C.前导图

D.工作分解结构

62.At a project status meeting with the customer, the customer expects a deliverable that the project manager does not believe is in scope. The project manager confirms that this deliverable is a new requirement. What process should the project manager follow?

A.Perform integrated change control

B.Review work breakdown structure

C.Update project management plan

D.Perform risk assessment

62.在与客户召开的项目状态会议上，客户希望获得某项可交付成果，但是项目经理不认为该可交付成果属于项目范围。项目经理确认该项目可交付成果是一个新需求。项目经理应该遵循下列哪一个流程？

A.实施整体变更控制

B.审查工作分解结构

C.更新项目管理计划

D.实施风险评估

63.The project is close to completion. All project deliverable have been accepted by the stakeholders. The program manager has asked the project manager to take on another project. All external contracts have been met and all the contracts closed.What should the project manager do?

A.Announce the project is closed and move to the new project.

B.Ensure that all procedures to transfer the project's products and service to production are in place.

C.Conduct an external review of the project by a team of experts.

D.Ensure the remaining project activities are transferred to the new project.

63.项目已完成，所有项目可交付成果都已经获得项目干系人的验收。所有外部合同都已经满足，所有合同已经结束。项目集经理让项目经理处理另外一个项目，项目经理应该做什么？

A.宣布项目结束，并转到管理新项目。

B.确保将项目产品或服务转到生产的所有程序均以就位。

C.由专家组对项目执行外部审查。

D.确保剩余的项目活动转到新项目中

64.The main focus of life cycle costing is to :

A.estimate installation costs.

B.estimate the cost of operations and maintenance.

C.consider installation costs when planning the project costs.

Dconsider operations and maintenance costs in making project decisions.

64.生命周期成本法的重点是.

A.估算安装成本。

B.估算营运和维护成本。

C.规划项目成本时，考虑安装成本。

D.作出项目决策时，考虑营运和维护成本。

65.To generate creative ideas during the Collect Requirements Process, the project manager solicits a group of experts through a series of questionnaires, which are kept anonymous and whose answers are went directly back to the project manager. This technique is known as which of the following?

A.Nominal group technique

B.Delphi technique

C.Brainstorming

D.Mind mapping

65.为了在需求收集过程中产生创新意见，项目经理通过一系列问卷调查来征求专家的意见，问卷调查是匿名形式的，答案将会直接返回给项目经理，这种技术称作下列哪一项？

A.名义小组技术

B.德尔菲技术

C.头脑风暴

D.思维导图

66.A company wants to start a new product line. The following activities were identified by the project.Activity D was delayed due to the unavailability of a raw material. How many days of delay could the project manager absorb without delaying the project?

A.20days

B.10days

C.15days

D.0days

66.一家公司希望开始一个新的产品线。项目经理确定了下列活动。

由于原材料短缺，活动 D 延期。在不造成项目延期的情况下，项目经理可以接受该活动延期多少天？

图示	活动	时间	前一项	后一项
A	设计产品	20 天	-	B, C
B	制造产品	40 天	A	E

A.20 天

B.10 天

C.15 天

D.0 天

67.During project executing, one of the electrical engineers informs the project manager that the life cycle cost of the new heating and air conditioning system is higher than the life cycle cost of another heating and air condition system. What should the project manager do?

A.Determine if there is room in the project budget for the additional cost.

B.Select the product with the lower life cycle cost.

C.Select the product with the best life cycle cost to earned value ratio.

D.Select the product with the lowest maintenance cost to life cycle cost ratio.

67.项目执行过程中，一电气工程师告诉项目经理，某一新空调系统的生命周期成本比另外一空调系统的生命周期成本要高。项目经理应该怎么做？

A.确定项目是否有足够的费用支付这项额外成本。

B.选择生命周期成本较低的产品。

C.选择挣值比率中生命周期成本最佳的产品。

D.选择生命周期成本比率中维修费用最低的产品。

68.Which of the following BEST alerts the project team to those issues that may cause future problems to the project?

A.Work performance reports

B.Work breakdown structure (WBS)

C.Quality management plan

D.Risk variance reports

68.对于未来可能给项目带来问题的一些事件，下列哪一项最能引起项目团队的警惕?

A.工作绩效信息

B.工作分解结构(WBS)

C.质量管理计划

D.风险偏差

69.A project is behind schedule and over budget. The root cause of the issue is that the engineer added functionality into the design, per the customer's written e-mail, on which the project manager was copied. Which of the following could have prevented this is issue?

A.Communication plan

B.Risk management plan

C.Project management

D.Change control system plan

69.项目落后于进度，并超出预算，问题的根本原因是工程师根据客户抄送给项目经理的书面电子邮件在设计中添加了功能。下列哪一项可以预防该问题？

A.沟通计划

B.风险管理计划

C.项目管理计划

D.变更控制系统

70.Which analysis technique is used to determine the basic underlying reason for a variance, defect or risk?

A.Root cause analysis

B.Schedule baseline analysis

C.Cost variance analysis

D.Problem analysis

70.若要确定偏差.缺陷或风险的基本潜在原因，应使用下列哪一项分析技术？

A.根本原因分析

B.进度基准分析

C.成本偏差分析

D.问题分析

71.Which of the following attributes is true for a competency？

A.It is a smallest unit of dimension of competence.

B.It affects only a minor part of one's job.

C.It correlates with performance outside the scope of the job.

D.It can be improved through training and development.

71.对于资格（能力）来说，下列哪一项特征是正确的？

A.它是功能最小的单位或维度。

B.它只能影响到一个人工作较小的一部分。

C.它与工作范围之外的绩效有关。

D.它可以通过培训和发展得以提高

72.Configuration management describes procedures for applying technical and administrative direction and surveillance. Which one of the following tasks is not performed in configuration management?

A.Establishes an evolutionary method to request changes to established baselines

B.Provide opportunities for project by considering the impact of each change

C.Establish a mechanism to communicate all approved and rejected change to the stakeholders

D.Allowing automatic approval of changes

72.配置管理描述了如何使用指导和监督来控制项目范围。下面哪个任务不是在该管理过程中执行的内容：

A.建立先进的方法以提出对既定基准的变更

B.通过对变更影响的分析来为项目改进创造机会

C.建立向干系人沟通变更审批情况的沟通机制

D.允许对变更的自动承认

73.The customer rejected a Web application developed by the team because the customer thought the requirements were missing. What steps should the team take to ensure that development work passes acceptance?

A.Perform periodic reviews and product demonstrations with customers

B.Re-start new projects with new customer needs

C.Communicate all changes during product demonstration

D.Get approval from project manager before product demonstration

73.客户拒收团队开发的一个 Web 应用程序，因为客户认为需求被遗漏。为确保开发的工作通过验收，团队应采取什么步骤？

A.与客户一起执行定期评审和产品演示

B.对客户的新需求重新开始新项目

C.在产品演示期间沟通所有变更

D.在产品演示之前获得项目负责人的批准

74.A project manager has been collecting work performance information during the project execution phase. What is the main purpose of this action?

A.To monitor cost, schedule progress, and deliverable status.

B.To monitor team member performance in the project

C.To assess training requirements within the project team

D.To update the project management plan

74.项目经理在项目执行阶段已经收集了工作绩效信息。此项活动的主要目的是什么？

A.监测成本，进度，和可交付状态

B.监测小组成员执行的项目进程

C.评估项目团队的培训需求

D.更新项目管理计划

75.The project team has just completed the initial project schedule and budget. The NEXT thing to do is:

A.Begin identifying risks

B.begin iterations.

C.determine communications requirements.

D.create a bar (Gantt) chart.

75.项目团队刚刚完成了项目进度和预算，接下来该做什么？

A.开始识别风险

B.开始渐进明细

C.确定沟通需求

D.制作甘特图

76.The process for identifying & controlling functional physical design characters of the products supplied by the project is found in which of the following?

A.Project management methodology.

B.Configuration management system.

C.Procurement management plan.

D.Quality management plan.

76.在项目中识别和控制产品结构功能设计特性的过程出现在下列哪一项中？

A.项目管理方法论

B.配置管理系统

C.采购管理计划

D.质量管理计划

77.A project manager is trying to complete a software development project, but cannot get enough attention for the project. Resources are focused on completing process-related work and the project manager has little authority to properly assign resources. What form of organization must the project manager be working in?

A.Functional

B.Matrix

C.Expediter

D.Coordinator

77.项目经理正在努力完成一个软件开发项目，但项目得不到足够的重视。资源都用在了与加工相关的工作上了，项目经理没有权力合理分配资源。这位项目经理所在项目的组织结构为？

A.职能型

B.矩阵型

C.联络员

D.协调员

78.The actual expenditure of a project to date is US$850,000, of a US$900,000 total project budget. The current earned value is US$750,000. What is the status of the project?

A.US$100,000 over budget

B.US$5,000 under budget

C.US$100,000 under budget

D.US$50,000 over budget

78.某个项目到目前为止的实际支出是 850,000 美元吗，项目总预算为 900,000 美元，当前挣值为 750,000 美元，项目的状态是什么？

A.超出预算 100,000 美元

B.低于预算 50,000 美元

C.低于预算 100,000 美元

D.超出预算 50,000 美元

79.The company decided to implement agility for a new project and set up an agile team. How should agile teams be organized to ensure success?

A.Through Skills Combination

B.cross functions

C.Spontaneous organization

D.Passing Stage

79.公司决定为一个新项目实施敏捷，并成立一个敏捷团队。为确保成功，应如何组织敏捷

团队？

A.通过技能组合

B.跨职能

C.自发组织

D.通过阶段

80.A's customer satisfaction survey shows that customers have a tendency to invest in competitors due to lower service levels. along with

The imminence and competition of deregulation has become more and more fierce. The CEO announced that it will improve the customer experience in the first place. Which of the following technologies should be used?

A.SWOT analysis

B. Delphi

C. Fishbone diagram

D. Expert judgment

80.A 公司的客户满意度调查显示，由于服务水平下降，客户有投向竞争对手的趋势。随着管制解除的迫近和竞争变得越来越激烈，CEO 宣布将改善客户体验摆在第一位，应该使用下列哪一项技术？

A.SWOT 分析

B.德尔菲法

C.鱼骨图

D.专家判断

81. The project milestone list is.

A. Generated by each party

B. A series of schedules for all project activities

C. Progress benchmark

D. All milestones, including mandatory and optional

81.项目里程碑清单是.

A.由每个相关方生成的

B.所有项目活动的一系列工期

C.进度基准

D.所有里程碑，包括强制的和可选的

82. The project management plan results in a schedule that lasts longer. If you can't change the network map, but there are enough people,

you should.

A. Quick follow-up project

B. Resource balance

C. Crashing

D. Monte Carlo analysis

82.项目管理计划导致一个持续时间较长的进度表。如果不能改变网络图，但有充足人员时，你应该.

A.快速跟进项目

B.资源平衡

C.赶工

D.蒙特卡罗分析

83. The project manager is working hard to coordinate all activities and determine the following information. Activity 1 can start immediately and estimate the duration of the activity.

1 week; Activity 2 starts after Activity 1 is completed, the estimated activity period is 4 weeks; Activity 3 starts after Activity 2 ends, the estimated activity period is 5 weeks; Activity 4 starts after Activity 1 ends, and the estimated activity period is 8 week. Activity 3 and Activity 4 must be completed before the end of the project. What is the critical path of the project?

A.10

B.11

C.14

D.4

83.项目经理正在努力协调所有活动，确定如下信息.活动 1 可以马上开工，估计活动工期

为 1 周；活动 2 在活动 1 完成后开始，估计活动工期为 4 周；活动 3 在活动 2 结束后开始，估计活动工期为 5 周；活动 4 在活动 1 结束后开始，估计活动工期为 8 周。活动 3 和活动 4 必须在项目结束前完成。项目的关键路径是多少？

A.10

B.11

C.14

D.4

84.A project manager is pleased the company has obtained a project in a new geographic location. The project manager identifies and prioritizes the risks of this project.Which of the following actions should the project manager take next?

A.Initiate the risk process

B.Identify threats and opportunities

C.Plan to enhance opportunities and reduce threats

D.Review and update risk information

84.项目经理很高兴公司在新地区取得项目。项目经理识别了该项目风险并予以排序。项目经理接下来应采取下列哪项行动？

A.启动风险过程

B.识别威胁和机遇

C.计划促进机会并降低威胁

D.审查并更新风险信息

85. The optimistic estimation time for an activity is 12 days, the pessimistic estimation time is 18 days, and the most likely estimate is 15 days. Then the standard deviation of this activity is.

A.1

B.1.3

C.0.5

D.3

85.某一活动的乐观估算时间为 12 天，悲观估算时间为 18 天，最可能估算 15 天。那么此项活动的标准差为.

A.1

B.1.3

C.0.5

D.3

86. The project manager uses progressive detail techniques to define project activities, with detailed plans for the work that needs to be done in the near future,

For future work, the WBS program is at a higher level. Which of the following techniques does the project manager use to define an activity?

A. Rolling plan

B. Expert judgment

C.WBS

D. Decomposition

86.项目经理使用渐进明细技术来定义项目活动，其中对在近期需要完成的工作做详细计划，对未来工作则在更高一级 WBS 计划。项目经理使用下列哪一项技术定义活动？

A.滚动计划

B.专家判断

C.WBS

D.分解

87. In the middle of a key project, the project manager found that the project was behind schedule. Which of the following should the project manager perform?

An activity that brings the project back to normal progress?

A. Resource balance

B. Adjust the lead time and the amount of delay

C. Progress compression

D. Assume scenario analysis

87.在一个关键项目的中间阶段，项目经理发现项目落后于进度。项目经理应该执行下列哪一项活动将项目拉回到正常进度轨道？

A. 资源平衡

B.调整提前期量与滞后量

C.进度压缩

D.假设场景分析

88. The earliest start (ES) date of an activity is day 3, and the latest start (LS) date is day 13 and

earliest end (EF)

The date is the 9th day and the latest end (LF) date is the 19th day. Then this activity is.

A. On the critical path

B. There is lag time

C. It is going well

D. Under normal circumstances, not on the critical path

88.某一活动的最早开始（ES）日期是第 3 天，最晚开始（LS）日期是第 13 天,最早结束（EF）日期是第 9 天，最晚结束（LF）日期为第 19 天。则此活动为.

A.在关键路径上

B.有滞后时间

C.进展顺利

D.正常情况下，不在关键路径上

89.The organization is experiencing a transition from waterfall mode to agile development. It plans to adopt a "hybrid agile" process step by step. The project manager is hired to manage a two-year project in the organization. The senior management team wants the project manager to formulate an overall project plan, including project roadmap and milestone prediction. What should the project manager do?

A.Developing road maps and milestones based on needs

B.Define time boxes and determine deliverables

C.Explaining agile methods does not define long-term goals

D.Keep deliverables and milestones aligned with the organizational vision

89.组织正在经历从瀑布模式到敏捷开发的转变，计划逐步采取"混合敏捷"过程，项目经理被聘用来在该组织中管理一个为期两年的项目，高层管理团队希望项目经理制订一个整体项目计划，包括项目路线图和里程碑预测。项目经理应该怎么做？

A.根据需求制定路线图和里程碑

B.定义时间盒并确定可交付成果

C.解释敏捷方法并不定义长期目标

D.将可交付成果和里程碑与组织愿景保持一致

90.The project is calculated to be completed four days after the desired completion date. You do not have access to additional resources. The project is low risk, the benefit cost ratio (BCR) is expected to be 1.6, and the dependencies are preferential. Under these circumstances, what would be the BEST thing to do?

A.Cut resources from an activity.

B.Make more activities concurrent

C.Move resources from the preferential dependencies to the external dependencies

D.Remove an activity from the project.

90.估计项目比预期时间延迟 4 天完成，你不能增加额外资源。项目风险较低，收益成本比率（BCR）是 1.6，依赖关系为优先逻辑关系。在这种情况下，最应该.

A.削减某一活动的资源

B.使多项目活动并行进行

C.把优先逻辑关系活动的资源转移到外部逻辑关系活动上

D.删除项目中的一项活动

91.During the execution phase, the project manager tracks and updates the status of planned risks in the risk register. This register also contains risks that are direct outcomes of implementing a risk response. This risk is called which of the following?

A.Watch list

B.Contingency reserve

C.Nominal risk

D.Secondary risk

91.在执行阶段，项目经理跟踪风险并在风险登记册中更新已计划风险的状态。该登记册中还包含属于实施风险响应直接导致的风险。这个风险可称作下列哪一项？

A.监控清单

B.应急储备金

C.名义风险

D.次生风险

92.A project manager present a project status report to the PMO team. A senior member of the team identifies that local authorities were not involved in the project. As a result, the company may have to pay a penalty. The project manager failed to do which of the following?

A.Stakeholder identification

B.Communication plan

C.Stakeholder management strategy

D.Requirements planning

92.项目经理向 PMO 团队呈交项目团队报告。PMO 团队的一名高级成员认为当地政府机构未参与到该项目中。因此，公司可能必须支付罚款。项目经理疏漏于下面的哪项工作？

A.识别相关方

B.沟通计划

C.项目相关方管理战略

D.需求计划

93.A project manager is initiating a new project. What is the main reason for identifying all stakeholders？

A.Identify costs and plan a budget

B.Understand expectations and maximize positive influence.

C.Plan communications and collect requirements

D.Plan quality and identify risks

93.项目经理正在启动一个新项目，识别所有干系人的主要原因是什么？

A.识别成本并计划预算

B.了解预期期望，并将正面影响最大化

C.计划沟通和收集需求

D.计划质量和识别风险

94.During a team meeting, the project's chief architect opposes setting up the plant near agricultural land. Which of the following activities could have prevented this situation?

A.Stakeholder analysis

B.Stakeholder manager

C.One-on-one meeting

D.Information distribution

94.在团队会议中，项目的总设计师反对在农业用地附近建造工厂。下列哪一项活动可以避免这种情况发生？

A.项目相关方分析

B.项目相关方管理战略

C.与总设计师召开一对一会议

D.信息发布

95.In a complicated project ，stakeholders have different information requirements . which of the following should assist the project manager to meet the stakeholders expectations？

A.Communications model

B.Communications management plan

C.Communications

matrix

D.Communications scope

95.在一个复杂的项目中，相关方有着不同的信息需求．下列哪种文件可帮助项目经理满足相关方的期望？

A.沟通模型

B.沟通管理计划

C.沟通矩阵

D.沟通范围

96.You prepared an integrated project plan and a project schedule. You submitted it to the steering committee and it was approved. Key stakeholders accepted the plan. It is time to distribute it. Both the project plan and schedule should be distributed to

A.All stakeholders in the performing organization

B.All project stakeholders

C.Project team members and the' project sponsor

D.People noted in the communications management plan

96.你在准备一个综合项目计划和一个项目时间表。你将它们提交给筹划指导委员会，并得到了批准。有关各方也接受了计划。现在是分发这些计划的时候了。项目计划和时间表应该分发给：

A. 组织中执行项目的所有有关各方

B.项目所有的相关方

C.项目小组成员和项目发起人

D.在沟通管理计划中指明的人

97A project is nearing completion when sponsor A is replaced by sponsor B. What should the project manager do first?

A.Meet with sponsor B to determine if any project changes are needed.

B.Finish the project based on the sponsor A's goals.

C.Begin change control procedures.

D.Update the stakeholder register.

97.当新进公司的发起人 B 替代 A 时，项目已接近完工，项目经理首先应该怎么做？

A.与发起人 B 会面，确定是否需要任何项目变更

B.根据发起人 A 的目标完成项目

C.开始变更控制

D.更新相关方登记册

98.A project manager gives the new project team member the responsibility of communication management. As part of that responsibility, the project manager asks the team member to create a communications management plan.Which of the following would not be needed to create this plan?

A.Project charte

B.Stakeholder register

C.Requirements documentation

D.Risk management plan

98.项目经理让新的项目团队成员承担沟通管理的责任。作为承担该责任的组成部分，项目经理让团队成员创建一份沟通管理计划。若要创建该计划，则不需要下列哪一项？

A.项目章程

B.相关方登记册

C.需求文档

D.风险管理计划

99.A large, one-year telecommunications project is about halfway done when you take the place of the previous project manager. The project involves three different sellers and a project team of 30 people. You would like to see the project's communications requirements and what technology is being used to aid in project communications. Where will you find this information?

A.The project management plan

B.The information distribution plan

C.The bar chart

D.The communications management plan

99.有一大型的电信项目进行到了一半，这时你取代了之前的项目经理。该项目涉及 3 个不同的卖方，项目团队由 30 人组成。你想看看项目的沟通要求和为促进项目沟通所使用的技术。你可以从哪里获得这些信息？

A.项目管理计划

B.信息分布计划

C.甘特图

D.沟通管理计划

100.During project execution, the project manager observes that a particular resource is underutilized. Resource leveling aims to do which of the following?

A.Minimizes the variations in resource loading

B.Maximizes the variations in resource loading

C.Minimizes the loading of resources

D.Maximizes the motivation of resources

100.在项目执行期间，项目经理发现某个资源未得到充分利用。资源平衡的目的是下列哪一项？

A.尽量减小资源负荷的变化

B.尽量增加资源负荷的变化

C.尽量减少资源的负荷

D.尽量增加资源的主动性

101.A project team faces both positive and negative risks. Which strategy should be used to deal with both types of risks?

A.Transfer

B.Accept

C.Share

D.Mitigate

101.项目团队可能面对积极和消极风险。下列哪种策略可被用来处理这二种风险类型？

A.转移

B.接受

C.分享

D.减轻

102.An agile project has 11 centralized team members who work at a steady pace. Halfway through the ninth iteration, some team members left and were replaced by five geographically dispersed members. What expectations do agile project managers have for new project teams?

A.Teams will be formed and executed at the same speed as previous project teams.

B.Before the team can perform its work at a steady pace, the team will go through a period of shock and standardize in more frequent communication.

C.Teams will handle and resolve any team conflicts that occur

D.Team members will focus on their own deliverables and speed

102.一个敏捷项目拥有 11 名集中办公的团队成员，他们按一个稳定的速度执行工作。在第 9 次迭代中途，有些团队成员离职，并由 5 名分散在不同地理位置的成员替代。敏捷项目管理师应对新项目团队有何期待？

A.团队将组建，并将以前项目团队相同的速度水平执行工作

B.在团队以稳定的速度执行工作之前，团队将经历震荡阶段，并在更为频繁的沟通中规范化

C.团队将处理和解决所发生的任何团队冲突

D.团队成员将关注他们自己的可交付成果和速度

103.A project health check identified a risk that your project would not be completed on time. Several projects are competing for the same resources, and a serious resource conflict is emerging. As a result, you are quantifying the project's risk exposure and determining what cost

and schedule contingency reserves might be needed. You performed a schedule risk analysis

using Monte Carlo analysis. The basis for your schedule risk analysis is the

A.WBS

B.Gantt chart

C.Schedule network diagram and duration estimates

D.Probability/impact risk rating matrix

103．项目的"健康检查"发现你的项目面临无法按时完成的风险。几个项目在竞争相同的

资源，出现了严重的资源冲突。因而，你对项目的风险进行了量化分析，确定需要什么样

的时间表应急措施以及会发生什么成本。你运用蒙特卡罗分析方法进行时间表风险分析。

你进行的时间表风险分析的基础是.

A.工作分解结构

B.甘特图表

C.进度网络图和持续时间估算

D.概率/影响风险分级矩阵

104.A project manager is quantifying risk for her project. Several of her experts are offsite, but

wish to

be included. How can this be done?

A.Use Monte Carlo analysis using the Internet as a tool.

B.Apply the critical path method.

C.Determine options for recommended corrective action.

D.Apply the Delphi Technique

104.一项目经理正在定量计算其项目的风险。她的几名专家都不在身边，但是她想把他们

放进来。这该怎么办？

A.用互联网作为工具，采用蒙特卡罗分析

B.采用关键路径法

C.决定纠正措施的备选方案

D.采用 Delphi 技术

105.You are working on a complex procurement. You must reach agreement with the seller about numerous items including responsibilities and authorities, applicable terms and conditions, contract financing, technical and business management approaches, and price before signing the contract. You scheduled a negotiation session. The seller will have eight representatives at the session; you will have ten. Because this procurement is so complex, contract negotiation should be handled—

A.By an outside facilitator

B.Through alternative dispute resolution procedures

C.As an independent process with specific input and output

D.By establishing a partnering agreement with the seller

105.你目前正从事一项复杂的采购工作。你必须在签订合同前和对方在许多方面上达成共识，主要包括权力与义务.适用性条款和条件.合同融资.技术和商业管理方法以及合同价格。你为谈判会议制定了日程。对方将有 8 名代表到会，而你将派出 10 名代表出席。由于这项采购于过于复杂，合同谈判应该如何处理

A.借助于第三方的力量来解决

B.提出多种选择条件以供抉择

C.将此次合同管理作为一项有着特定的投入和产出的独立过程来处理

D.通过与供应商建立一种伙伴协定来解决

106.While working to identify and understand risk in the project, the project team would like to graphically represent risks by displaying essential including decisions, uncertainties, causality and objectives.The team should use what type of risk diagramming technique?

A.Charter diagram

B.Pareto diagram

C.Delphi diagram

D.Influence diagram

106.在识别和了解项目风险过程中,项目团队希望通过图形化方式表现风险。这些关键元素包括决策.不确定元素.因果关系和目标。团队应使用哪种类型的风险图解技术？

A.章程图

B.帕累托图

C.德尔菲图

D.影响图

107.While creating the project charter, a key stakeholder does not offer any input. The project manager repeatedly asks the stakeholder to provide the necessary input to complete the high-level requirements. Despite the project manager's efforts，the situation does not improve. What should the project manager do next？

A.Remove the stakeholder from the stakeholder list.

B.Assume the requirements together with the project team.

C.Add the missing input as a risk to the high-level risk description.

D.Escalate the issue to the project sponsor.

107.制定项目章程时，一名项目干系人没有提供任何意见。项目经理反复咨询问让该项目干系人提供必要的意见，以便完成宏观需求。但虽然项目经理努力了。情况却没有得到改善。项目经理接下来应该怎么做？

A.将该干系人从干系人登记册中删除

B.与项目团队假定需求

C.将缺失意见作为一项目风险，添加到主要风险描述中

D.将该问题上报给项目发起人

108.虽然项目人员对技术都比较陌生，但还是在规定的时间和预算内完成了一个新软件应用程序的开发。在安装代码过程中，他们确定在新的应用程序可被使用之前，需要对硬件的某些方面进行配置。客户显得非常沮丧和失望，因为如果要进行配置，将会造成项目的实施延误。下列哪一项有可能是发生这种情况的原因?

A.客户未要求对硬件进行适当设置

B.未做好沟通管理计划

C.未充分创建工作分解结构

D.未做好配置管理.

109.To reduce time to completion and provide customers with a lower cost than originally planned, the company assigns key talent to the project. The company's strategy is to eliminate an uncertainty associated with a particular upside risk by ensuring that the opportunity definitely happens. Which risk response strategy has the company adopted?

A.Exploit

B.Share

C.Avoid

D.Mitigate

109.为了缩短完工时间，并向客户提供比原计划更低的成本，公司向项目分配了关键性人才。公司的战略是，消除与某个特定积极风险相关的不确定性，确保机会肯定出现。公司所采用的是下列哪一项风险响应战略？

A.开拓

B.分摊

C.避免

D.减轻

110.A company adopted globalization as a risk-mitigation strategy to deal with shrinking growth prospects in developed economies. During the risk review board meeting, the project manager realizes that the company's global revenues are not growing at the expected rate. Where is the project manager in the project's life cycle?

A.Risk planning phase

B.Execution of risk response

C.Control risks phase

D.Process of closing risk register

110.一家公司采取全球化作为风险减轻战略，应对发达经济体中增长前景缩小的问题。在风险评审委员会召开的会议上，项目经理了解到公司的全球收入并未按预期速度增长。项目经理处于项目生命期中的哪个阶段？

A.风险规划阶段

B.执行风险响应阶段

C.控制风险阶段

D.关闭风险登记册过程

111.During a project team meeting, a team member suggests an enhancement to the scope that is beyond the scope of the project charter. The project manager points out that the team needs to concentrate on completing all the work and only the work required. This is an example of:

A.change management process.

B.scope management.

C.quality analysis.

D.cope decomposition.

111.项目团队会议期间，一团队成员建议增加项目范围，这样就超出了项目章程所描述的范围。项目经理指出，所有团队成员必须把精力集中在且仅集中在所需完成的工作上。这是以下哪项的例子.

A.变更管理流程

B.范围管理

C.质量分析

D.范围分解

112. Which tool does the project manager need to use?

A.Accept because it will add value to the project.

B.Report the change to management.

C.Seek the customer's advice on the additional feature.

112.产品的所有功能均已完成。但开发人员建议增加一项新功能。项目经理应该采取下列哪一项措施？

A.避免，因为这是画蛇添足。

B.接受，因为会增加项目的价值。

C.将变更向管理层报告。

D.征求客户对于增加功能的意见

113.You have just received formal acceptance of the project from your customer. Your next step

should be to

A.Distribute the acceptance documentation to other stakeholders as appropriate

B.File the acceptance documentation in the project archives

C.Document lessons learned with your staff

D.Conduct a project audit

113.你刚刚收到客户对项目的正式确认，你下一步应该做的是

A.把接受到的确认文件分发给其他的项目干系人

B.把接受到的确认文件归入项目档案

C.同员工一起整理在这个项目中获取的经验和教训

D.进行项目审计

114.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

114.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.干系人期望

B.任务说明

C.项目风险

D.客户需求

115.The target against which the project team will measure the effectiveness of its execution of

the risk response plan is based on the

A.Acceptable threshold for risk

B.Risk score

C.Probability/impact risk rating

D.Overall risk ranking for the project

115.项目小组衡量风险应对计划实施的有效性时将计划实施结果与下列哪个因素结果对比

A.可接受的临界风险

B.风险评分

C.风险的概率/影响评级

D.项目的总体风险评级

116.A project manager takes on a project that is new to the company. There is no previous experience from earlier projects. The project team focuses on risk management and begins the process to identify risks. Which of the following are relevant risk identification methods？

A.Expert judgment, brainstorming, and Monte Carlo analysis

B.Delphi technique, brainstorming, and interviewing

C.Brainstorming, expert judgment, and lessons learned

D.Risk register, Delphi technique, and stakeholder analysis

116.项目经理接管了公司的新项目，公司没有这类项目的过往经验. 项目团队集中精力于风险管理，并开始识别风险的过程. 下列哪一项是风险识别方法？

A.专家判断，头脑风暴和蒙特卡洛分析

B.德尔菲技术，头脑风暴和访谈

C.头脑风暴，专家判断和经验教训

D.风险登记册，德尔菲技术和干系人分析

117.A Construction site is damaged by a storm. As a result ，the project manager authorize the procurement of replacement materials and additional resource to keep the project on schedule . which document did the project manager use to make this decision？

A.Risk management plan

B.Inventory management plan

C.Procurement plan

D.Quality management plan

117.施工工地受到风暴破坏．因而，项目经理授权采购替代材料以及获得额外的资源，确保

让项目保持进度，作此决定时，项目经理利用了下列哪一份文件？

A.风险管理计划

B.库存管理计划

C.采购计划

D.质量管理计划

118What should be done with risks on the watchlist?

Document them for historical use on other projects.

B .Document them and revisit during project executing.

C.Document them and set them aside because they are already covered in your contingency

plans.

D.Document them and give them to the customer.

118.应如何处理待观察风险清单上的风险？

A.记录这些风险，作为其它项目的历史数据

B.记录这些风险，在项目执行时在重新审核

C.记录这些风险，把它们放到一边，因为应急预案已经包含它们了

D.记录这些风险，把它们发给客户

119.One week before the final delivery of a project, the project manager discovered a mistake

made by a technical team. This error will lead to a three-month delay. To solve this problem,

which of the following items should the project manager refer to?

A.Project Management Information System (PMIS)

B.Emergency Plan

C.Measurement of Technical Performance

D.Overall Change Control

119.在最终交付一个项目前一周，项目经理发现了有技术团队造成的一个错误。这个错误

将导致延期三个月，若要解决这个问题，项目经理应该参阅下列哪一项？

A．项目管理信息系统（PMIS）

B．应急计划

C．技术绩效测量

D．整体变更控制

120.After the work breakdown structure is crested, the project manager starts the Identify Risks 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.

120.工作分解结构建立后，项目经理通过头脑风暴发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.

121.The asphalt highway project that the project manager is managing is 50% complete. The PM planned on having 4,000 square yards of asphalt placed by now, but in actuality. They've finished placing 8,000 square yards. The estimated cost forth is work was $ 1 per square yard. The actual cost for this work is $ 8,000.What does this tell the project manager?

A.CPI is 2.

B.SPI is 2.

C.SPI is 0.50.

D.CPI is 0.50.

121.项目经理管理的沥青公路项目已完工 50%。项目经理原本计划到现在为止铺 4000 平方码的沥青。而实际上他们已经铺完了 8000 平方码。这项工作的估算成本为 1 美元/平方码，实际花费 8000 美元。这告诉项目经理什么信息？

A.CPI is 2.

B.SPI is 2.

C.SPI is 0.50.

D.CPI is 0.50.

122.项目经理完成了某个镇上的一个项目，这个项目让公司损失 100%。项目经理所在公司目前正在筹备同一个镇上另一个项目的投标建议书，管理层让项目经理提供粗略的估算，让公司可以投标该新项目。投标必须在三天内完成。在这种情况下，项目经理应提供下列哪一项估算类型？

122.A project manager completes a project in a town where the company realized a loss of 100%.The project manager's company is working on another project proposal in the same town and the management asks the project manager to come up with a rough estimate that the company can bid for the new project. The bidding must be completed within the next three days. Which of the following types of estimates should the project manager provide in this situation?

A.Analogous

B.Parametric

C.Three-point

D.Reserve analysis

A.类比估算

B.参数估算

C.散点估算

D.准备金分析

123.You have always been asked by your management to cut your project estimate by ten percent after you have given it to them. The scope of your new project is unclear and there are

over 30 stakeholders. Management expects a 25 percent reduction in downtime as a result of the project. Which of the following is the BEST course of action in this situation?

A.Re-plan to achieve a 35 percent improvement in downtime.

B.Reduce the estimates and note the changes in the risk response plan.

C.Provide an accurate estimate of the actual costs and be able to support it.

D.Meet with the team to identify where you can find lo percent savings.

123.你的管理层总是要削减你的项目估算的 10%。你的新的项目范围还不清楚，包含 30 多个项目干系人。管理层预计由于该项目将降低 25%的停机时间。这种情况下哪项是最好的解决办法？

A.重新计划获得 25%的停机时间改进

B.减少估算，并在风险应对计划中注明变更

C.提供准确的实际成本估算并能支撑该结果

D.会见团队以确认从哪里可以找到 10%的节约

124.Each time you meet with your project sponsor, she emphasizes the need for cost control on your new-business project. She always asks you about cost performance in terms of which budgets have been met and which have been met and which have not. To answer her concerns, you should provide

A.Cost Performance baseline

B.Performance measurement graphs and charts

C.Resource productivityanalyses

D.Trend analysis statistics

124.每次你与你的项目发起人会面，她都要强调对于你的新的电子商务项目的成本控制的必要性。她经常询问你成本业绩方面的问题，诸如哪一个预算达到了哪一个没有达到。为了回答她的问题，你应该提供:

A.成本绩效基准

C.资源生产力分析

B.业绩衡量图表

D.趋势分析统计

125.The project manager's analysis concludes the project's cost performance index is at 80%. The project's actual cost to date is US$100, 000, but the project was predicted to cost US$120,000 to date. What is the project's schedule performance index?

A.0.96

B.0.83

C.0.76

D.0.67

125．项目经理分析后得出结论，项目的成本绩效指数为 80%，到目前为止项目的实际成本为 100,000 美元，但是预计到目前的成本应为 120,000 美元，项目的进度绩效指数为？

A.0.96

B.0.83

C.0.76

D.0.67

126.There is an international collaborative project plan. The project manager is assigned to produce a viable project plan to implement project. The project sponsor says that it may be necessary to crash the project. As the project manager determines the project funding requirements are needed to complete the task?

A.Activity cost estimates basis of estimates, scope baseline, project schedule, resource calendars, contracts, and organizational process assets

B.Scope baseline, Stakeholder register, cost performance baseline, schedule baseline register, enterprise environmental factors, and organizational process

C.Work performance measurements, budget forecasts, organizational process assets updates, change requests, project management plan updates, and project documents updates

D.Control threshold, performance measurement, process description, process rates, unit measures, and cost per work breakdown structure measures.

126.某国际合作项目计划制造并向市场投放一种创新工具，项目经理受命对该项目的实施

指定可行的项目计划，项目赞助人称，项目可能需要赶工，项目经理在确定项目资金需求时，需要下列哪些辅助以完成任务？

A.活动成本估算、估算依据、范围基线、项目进度表、资源日历、合同以及组织过程资产

B.范围基线、利害关系者登记簿、成本、绩效基线、进度基线、风险登记簿、企业环境因素和组织过程资产

C.工作绩效评估、预算预测、组织过程、资产更新变更请求、项目管理计划更新和项目文件更新

D.控制界限、绩效评估、过程说明、过程费率单位措施及各工作分解结构措施的成本

127.The quality function deployment process is used to

A.Provide better product definition and product characteristics

B.Help products succeed in the marketplace

C.Help identify processes that are under way in other organizations that should be emulated

D.Support production planning and the just-in-time approach

127.质量功能展开(QFD)过程是用来:

A.提供更明确的产品定义和产品特性

B.协调产品在市场上获得成功

C.协助明确那些其它团队正在进行的.我们应该效仿的进程

D.支持产品计划编制和零库存方案

128.A project is executed in multiple phases. The project team completed their first phase of deliverables. The first phase's deliverables are validated for completeness. Which project process is being performed?

A.Validate scope

B.Perform quality assurance

C.Control scope

D.Control Quality

128.一个项目分多个阶段执行。项目团队完成了第一阶段的可交付成果。第一阶段的可交付成果已经过完整性确认。目前正在执行下列哪一项项目过程？

A.范围核实过程

B.质量保证过程

C.范围控制过程

D.质量控制过程

129.The construction phase of a new software product is near completion. The next phase is testing and implementation. The project is two weeks ahead of schedule. What should the project manager be MOST concerned with before moving on to the final phase?

A.Validate scope

B.Quality control

C.Performance reports

D.Cost control

129.新的软件产品的实施阶段已基本完成，下一阶段是测试和实施。项目提前进度 2 周，在进入最后阶段前，项目经理最应该关注:

A.确认范围

B.质量控制

C.业绩报告

D.成本控制

130.During project executing, a team member comes to the project manager because he is not sure of what work he needs to accomplish on the project. Which of the following documents contain detailed descriptions of work packages?

A.Work breakdown structure (WBS) dictionary

B.Activity list

C.Preliminary project scope statement

D.Project scope management plan

130.项目实施阶段，一位团队成员找到了项目经理，因为他不知道哪些工作需要他来完成。以下哪个文件对工作包做了详细描述？

A.工作分解结构词典

B.活动清单

C.初步范围说明书

D.项目范围管理计划

131.A Team member was recently promoted as project manager and has been assigned a $2million. The department manager schedules a meeting to review the project charter within two weeks.What should the project manager do next?

A.Create the project scope statement.

B.Meet with the sponsor to define the business needs.

C.Schedule a kick-off meeting with team members.

D.Review the project management plans with the stakeholders.

131.一名团队成员最近被提升为项目经理,被任命管理一个 200 万美元的项目。部门经理安排召开会议，在两个星期内评审项目章程。项目经理下一步应该怎么做？

A.制定项目范围说明书

B.与项目发起人会面，确定商业需求。

C.与团队成员安排一次项目启动大会。

D.与项目干系人一起评审项目管理计划。

132. You are a project manager responsible for completing a new computer system. Management expects the project to achieve high returns at low cost. You want to be able to integrate time, cost and product functionality so that in the long run it adds value to the project. However, a contractor of the project hired senior programmers, which made the contractor more expensive than several other contractors. When working with stakeholders, you should

A.Divide stakeholders into easily identifiable categories

B.Intervention early on the behavior of stakeholders who may have adverse effects on the project

C.Recognize that different stakeholders often have different goals, which makes stakeholder management very difficult.

D.Recognizing that roles and obligations may overlap

132.你是一个项目经理，负责完成一个新的计算机系统。管理层希望项目能在低成本的情况下实现高收益。你希望能够将时间，成本和产品的功能很好地结合起来，这样在长远的角度来看是增加了项目的价值。但是，项目的一个承包商雇佣了高级的编程员，这使得该承包商比其他几个承包商的成本高。当与干系人一起工作时，你应该

A.把干系人分成容易辨别的几类

B.对于那些会给项目带来反面影响的干系人，提早对其行为进行干预

C.要认识到不同的干系人往往持有不同的目标，而这也使得干系人的管理工作非常困难

D.认识到角色和义务可能会出现交叠

133.A project is divided into four phases. The second phase of the project has a 15% schedule overrun. Before executing the next phase of the project, the project manager analyzes the root cause for the schedule overrun and finds that one of the critical components supplied by a vendor was faulty and had to be replaced. The vendor was penalized as per the terms of the contract.The project manger should do which of the following before moving to the next phase?

A.Terminate all future contracts with the vendor.

B.Bring the vendor's performance to the attention of senior management.

C.Add vendor's reference in the risk register for that specific project component

D.Advise the vendor to vendor to avoid repeating the same mistake.

133.一个项目被分为四个阶段。项目的第二阶段进度延误 15%。在执行项目的下一个阶段前，项目经理分析了进度延误的根本原因，发现是由于供应商供应的其中一个关键性部件有缺陷而必须更换。供应商已经按照合同条款受到处罚。在进入下一阶段前，项目经理应该采取下列哪项措施？

A.终止未来与该供应商的所有合同。

B.将供应商的绩效告知高级管理层

C.将供应商的名称添加到该项特定项目部分的风险登记册中。

D.通知供应商应该避免犯同样的错误。

134.A supplier is contracted complete a deliverable in which the buyer will pay the seller's cost as well as provide a 1% fee for each day the deliverable is ahead of deadline . What type of contract would be established with the supplier?

A.Fixed-price-plus-incentive-fee

B.Cost-plus-incentive-fee

C.Cost-plus-award-fee

D.Cost-plus-percentage-of-cost-fee

134.供应商承包完成某处某项可交付成果，规定买方将会支付卖方的成本且卖方每提前一天完成，买方还支付 1%的费用，与供应商签订的合同属于什么类型？

A.总价加激励费用合同

B.成本加激励费用合同

C.成本加奖励合同

D.成本加按成本百分比计算奖励合同

135.As a buyer of services, the project manager has decided to execute a procurement audit. What is the purpose of this audit?

A.Verify the delivery and acceptance of the contracted services.

B.Document lessons learned, successes and failures of the performing organization for future reference.

C.Validate invoices and closure of the account.

D.Provide a formal contract closure.

135.作为服务的买方，项目经理决定执行采购审计。该审计的目的是什么？

A.核实合同服务的交付和验收。

B.记录实施组织的经验教训，成功.失败之处，以供将来参考。

C.确认发票和账目收尾。

D.提供正式的合同收尾。

136.A project has a delivery date of March 1st, According to the key stakeholder, the budget is flexible, but the delivery date must be met.Where does the project manager document this information?

A.Project scope statement

B.Project schedule

C.WBS

D.project cost management

136.某项目的交付期为 3 月 1 日。根据关键干系人，项目预算是灵活的，但是必须满足交付日期。项目经理应该在哪份文件中记录该信息？

A.项目范围说明书

B.项目进度计划

C.工作分解结构

D.成本管理计划

137.A customer calls for competitive bidding of a project. The customer states the project cost is $1.5 million. Bidder X, whose annual revenue is $0.5 million, is part of bidding process Annual net cash flow from the potential customer's project is $0.25 million.What is the pay back period in this case as per Bidder X?

A.0.5years

B.2years

C.3years

D.6years

137.客户对一个项目采取竞争性投标。客户规定项目成本为 150 万美元。年收入 50 万美元的 X 投标方，也参与该招标过程。该潜在客户项目获得的年净现金流为 25 万美元。根据 X 投标方的情况，在这种情况下投资回收期是多长时间？

A.半年

B.2 年

C.3 年

D.6 年

138.Your project management experience has taught you that inappropriate responses to cost variances can produce quality or schedule problems or unacceptable project risk. You are leading a team meeting to discuss the importance of cost control. Many of your team members are new to project management. To introduce this important topic to the team, you note that Cost control is concerned with

A.Influencing the factors that create change to the cost baseline to ensure that the change is beneficial

B.Developing an approximation of the costs of the resources needed to complete the project

C.Allocating the overall cost estimate to individual work items

D.Establishing a cost baseline

138.你的项目管理体制经验告诉你对于成本偏差做出的不正确的反应可能会产生质量或者进度问题，或者不可接受的项目风险。你正召开一个团队会议来讨论成本控制的重要性。你的很多团队成员都是项目管理的新手。为了将这个重要的议题介绍给大家，你申明成本控制关注的是.

A.影响那些会引发成本基准线变更的因素，确保变更是有益的

B.对完成这个项目所需成本形成一个大约估计

C.将全部成本估计分配到工作包

D.建立一个成本基准线

139.A cost engineer was engaged by P&T Construction PLC to provide a cost estimate for the first oil field piping project in China without any detail engineering data.What type of cost estimate approach should the engineer use to provide an initial cost estimate to P&T Construction?

A.Approximate estimate

B.Order of magnitude estimate

C.Definitive estimate

D.Feasibility estimate

139.受 P&T 建筑公司雇用，一位造价工程师为该公司在中国的首个油田的管道建设项目估算成本，但没有得到任何详细工程数据。这位工程师应采用哪种费用估算方法为 P&T 建筑公司提供初步成本预算？

A.近似估算

B.量级估算

C.限定性估算

D.可行性估算

140．A project manager of a large project shares the performance information and prepares the progress report. Which of the following methods will enable the project manager to quantify the variances?

A.Performance Report

B.Expert judgment

C.Critical Path Method

D.Earned Value Method

140.一个大型项目的项目经理分享绩效信息，并准备进度报告。下列哪一个方法能够让项目经理量化偏差？

A.绩效报告

B.专家判断

C.关键路径法

D.挣值法

141. You are working on a project schedule. You have some software to make a schedule, but those things are too complex and cumbersome, so you don't want to use these software. You also have books on how to consider constraints when making a project plan, but the content in those books is a headache. In order to make a project schedule in a simple and quick way, you decide to give only the earliest and latest start and end times of each project activity. So what time planning techniques did you use in the process?

A.Gantt chart

B.Planning Review Technology

C.Critical Path Method

D.Monte Carlo Analysis

141. 你在制定项目进度表，你手中有一些制作进度表的软件，但是那些东西都太复杂.繁琐，所以你不愿意用这些软件。你还有一些关于制作项目计划时如何考虑限制条件的书籍，但是那些书籍上的内容让人看了就头疼，为了以一种简便快捷的方式制作项目进度表，你决定只给出每个项目活动的最早和最晚的开始和结束时间。那么在此过程中你使用了哪一项时间规划技术？

A.甘特图

B.计划评审技术

C.关键路径法

D.蒙特卡罗分析

142. manufacturing project is conducted under limited time constraints. At the point of delivery. A large batch of components must be scrapped, as they do not meet the industry minimum requirements.What should the project manager have done to prevent this problem?

A.Surveyed the industry standards and enterprise environmental factor

B.Initiated quality audits to ensure that the planned quality assurance activities are followed

C.Increased the focus on risk identification, mitigation and contingencies. D.获得赞助商对延长

D.Obtained approval from the sponsor to extend project time line.

142.一个制造项目是在有限的时间约束条件下开展的，交付时，一大批部件必须废弃，因为他们不满足行业最低要求。项目经理如何阻止这种情况发生？

A.调查的行业标准和企业环境因素

B.引入质量审计，以确保活动质量

C.提高对风险和突发事件的识别，缓解能力

项目时间的批准

143.You are a project manager leading a cross-functional project team in a weak matrix environment. None of your project team members report to you functionally and you do not

have the ability to directly reward their performance. The project is difficult, involving tight date constraints and challenging quality standards. Which of the following types of project management power will likely be the MOST effective in this circumstance?

A.Referent

B.Expert

C.Penalty

D.Formal

143.你是一名项目经理，在弱矩阵环境中负责一交叉职能的项目。没有团队成员向你汇报，你也不能奖励他们。项目很难，包括时间很紧，质量标准也很有挑战性。这时，下列哪种项目管理权力可能最为有效？

A.参照权力

B.专家权力

C.惩罚权力

D.正式权力

144.As part of the records management system, you are trying to make sure that all records from the procurement are documented and indexed. Which of the following do you NOT have to worry about?

A.Proposal

B.Statement of work

C.Terms and conditions

D.Negotiation process

144.作为记录管理系统的一部分，你试图确保所有的采购记录都已记入文件并加上了索引。下列哪项你不必担忧？

A.建议书

B.工作声明

C.条款

D.谈判过程

145.A project manager has just finished the risk response plan for a U.S. $387,000 engineering project. Which of the following should he probably do NEXT?

A.Determine the overall risk rating of the project.

B.Begin to analyze the risks that show up in the project drawings.

C.Add work packages to the project work breakdown structure.

D.Hold a project risk reassessment.

145.一项目经理刚刚为一 387,000 美元的工程项目编制完风险应对计划。他一步很可能怎么做？

A.确定项目总体的风险级别

B.开始分析项目图纸上出现的问题

C.在项目的工作分解结构中增加工作包

D.重估项目风险

146.You worked for a Canadian provincial government and signed a contract with it. The contract requires you to go to the government office every day. But last month, because of the snowstorm, you didn't get to work in the office for three days. But which of the following contract terms can you exempt yourself from punishment?

A.Non-mental health

B.Immediate implementation

C.Force Majeure

D.Amendment clause

146.你为加拿大的一个省政府工作并与之签订了合同。合同要求你每天都要到政府事务办公室去。但是上个月，由于暴风雪的原因，你有 3 天没能到办公室上班。但你可以根据下列哪项合同条款使自己免于责罚？

A.非心智健全

B.立即执行

C.不可抗力

D.变更条款

147.A project's subcontractor did not deliver the work products as per the terms of the contract. Despite repeated warnings, the subcontractor failed to deliver. The project manager escalated their concerns to the management of the subcontractor's company. However, this did not result in any improvement in the subcontractor's performances The project manager should take which of the following action next?

A.Stop payment to the subcontractor

B.Initiate termination of the contract.

C.Take legal action against the subcontractor.

D.Follow the alternative dispute resolution process.

147.项目分包商没有按照合同规定期限交付工作产品。虽然一再警告，但分包商还是无法交付。项目经理将他们的担忧上报给分包商公司的管理层。但是，这并没有对分包商的绩效带来任何改进。项目经理下一步应该采取下列哪一项措施？

A.停止向分包商付款

B.启动终止合同的程序。

C.对分包商采取法律措施。

D.采取其他纠纷解决过程

148.The project has been challenging to manage. Everyone has been on edge to complete the project on time. Unfortunately, the tension has grown to the point where team meetings have become shouting matches and little work is accomplished during the meetings. One team member asks to be excused from future team meetings, as all the shouting upsets him. Meanwhile, the sponsor has asked to attend team meetings in order to better understand how the project is going and the issues involved in completing the project, and the customer has started discussions about adding scope to the project. In this situation, it would be best for the project manager to:

A.ask the sponsor if the information needed could be send in a report rather than have him attend the meeting.

B.inform the team member who asked to be excused from the meetings of the value of communication in such meetings.

C.create new ground rules for the meetings and introduce them to the team.

D.hold a team building exercise that involves all the team members.

148.一项目很难管理。每个人都将在规定时间内完成工作。不幸的是，气氛越来越紧张，大家在团队会议上争吵，每次会议都完不成什么工作。一团队成员请求不参加以后的会议，因为他厌倦了争吵。同时，出资人要参加团队会议，以更好的了解项目进行的如何和完成该项目涉及的问题，客户已经开始讨论增加项目的范围。在这种情况下，项目经理最好：

A.问出资人他所需要的信息如果可以用报告寄给他，是否可以不参加会议

B.和不想参加会议的团队成员讲这些会议的沟通价值

C.编制新的会议规章，让团队遵守

D. 请团队所有成员参加团队建设工作

149.In the weak and strong matrix organizational structures, the primary condition leading to conflict is

A.Communication barriers

B.Conflicting interests

C.Need for consensus

D.Ambiguous jurisdictions

149.在弱矩阵和强矩阵组织结构中，可能引发冲突的基本条件是什么

A.沟通障碍

B.利益冲突

C.缺乏共识

D.权限不明确

150.You have decided to award a contract to a seller that has provided its services to your company frequently in the past. This seller has a good record in terms of schedule and cost performance, and your working relationship with this seller is excellent. Your current project,

although somewhat different from previous projects, is similar to other work the seller has performed. In this situation, to minimize your risk you should award what type of contract?

A.Fixed-price with economic price adjustment

B.Fixed-price incentive (firm target)

C.Firm-fixed-price

D.Cost-plus-award fee

150.你决定向以前经常为你的公司服务的一家供货商外包合同。该供货商在履行时间表和成本效益方面记录良好，而且与你建立了良好的工作关系。你现在的项目虽然与以前的不同，但是与该供货商完成其它工作类似。在这种情况下，你应该订立什么类型的合同.

A.固定价格，附加币值调整

B.固定酬金（固定目标）

C.固定价格

D.成本加酬金

151.Management has promised you part of the incentive fee from the customer if you complete the project early. While finalizing a major deliverable, your team informs you that the deliverable meets the requirements in the contract but will not provide the functionality the customer needs. If the deliverable is late, the project will not be completed early. What action should you take?

A.Provide the deliverable as it is.

B.Inform the customer of the situation and work out a mutually agreeable solution.

C.Start to compile a list of delays caused by the customer to prepare for negotiations.

D.Cut out other activities in a way that will be unnoticed to provide more time to fix the deliverable.

151.管理层已经向你保证如果你提前完成该项目，客户会给你一部分奖励。在最后完成一主要的交付成果时，你的团队告诉你该应付成果满足合同的要求，但是不能提供客户所需的功能。如果该交付成果已经晚了，所以项目不能提前完成了。你应该采取什么措施？

A.就这样递交交付成果

B.告诉客户情况是这样的，寻找一个双方都能接受的解决方法

C.开始由客户编写引起延误的列表以准备谈判

D.悄悄削减其它活动以为修复该交付成果节约时间

152.You recognize the importance of quality control for your project. However, you also know that quality control has related costs and the project budget is limited. A way to reduce the cost of quality control

A.Strive for all quality processes to pass ISO certification

B.Use statistical samples

C.Overseeing the whole process

D.Use Trend Analysis

152.你认识到了质量控制对于你的项目的重要性。然而，你同时也知道质量控制有相关的成本而项目的预算是有限的。一个降低质量控制成本的方法是

A． 争取全部质量进程通过 ISO 认证

B． 使用统计样本

C． 对全过程进行监督

D． 使用趋势分析

153.All of the following are part of quality audits EXCEPT?

A.Determine whether project activities comply with organizational policies

B.Determine inefficient and ineffective policies

C.Validated defect repair

D.Confirm the implementation of approved change requests

153.下列哪项不属于质量审计？

A.决定项目活动是否与组织政策一致

B.决定低效和无效的政策

C. 通过瑕疵修复

D. 确定实施核准的变更请求

154.The quality team performs an audit on the project and finds an issue with a deliverable. The project team should do which of the following?

A.Create a change request and follow the integrated change control.

B.Fix the issue immediately.

C.Do an estimate for the issue and fix the issue.

D.Call the team for the meeting and discuss the issue

154.质量团队对项目执行一项审计,发现可交付成果存在一个问题，项目团队应该采取下列哪一项措施？

A.创建变更请求，遵循整体变更控制

B.立即解决问题

C.为这个问题做估算，并解决问题

D.组织团队召开会议，讨论这个问题

155.Project X is in the testing phase and is behind schedule. The testing team identifies and reports them to the test manager. These defects are attributed to 4 of the 11 requirements. Since the project is behind schedule, the project manager concerned with the high number of defects that are still outstanding. What tool should the project manager use to analyze this situation?

A.Histogram

B.Pareto chart

C.Fishbone diagram

D.Fast tracking and crashing

155.项目 X 处于测试阶段，并落后于进度，测试团队测试出缺陷，并将其报告给测试经理，这些缺陷归因于 11 项需求中的 4 项需求。由于项目落后于进度，项目经理对大量的未解决的缺陷表示担心。项目经理应该采用哪一种工具来分析？

A.直方图

B.帕累托图

C.鱼骨图

D.快速跟进和赶工

156.Which technique uses information based on "why-why" and "how-how" diagrams?

A.Failure Mode Effective Analysis (FMEA)

B.Corrective and Preventive Actions(CAPA)

C.Root cause analysis

D.Pareto diagram

156.下列哪一项技术使用了基于"为什么.为什么"以及"如何.如何"图表的信息？

A.失效模式与影响分析（FMEA）

B.纠正和预防措施

C.根本原因分析

D.帕累托图

157.A construction company conducts bidder conferences for purchasing components for a builders

project. The proposals are received and reviewed. One supplier proposes excellent rates that the

unrealistic for conducting sustainable business according to internal expert judgment.What

should the project manager next?

A.Ask the supplier to provide additional information about their cost structure.

B.Ask the procurement department to quickly sign the contract.

C.Add penalty clauses to the contract to ensure the supplier fulfills their obligations.

D.Change the cost baseline accordingly.

157.一家施工公司为一个建筑项目部件采购召开投标人会议。收到投标人的建设书并评审。其中一个供应商提出非常优惠的价格，但是根据内部专家判断，该价格对于开展持续性的业务是不现实的。项目经理接下来应该怎么做？

A.让供应商提供成本结构的补充信息

B.让采购部门迅速签订合同

C.在合同中增加处罚条款，确保供应商履行义务。

D.相应地更改成本基准

158.A company's management team wants to hire a resource to manage a software update to the company's existing product; the product is one of several in a department that has other important activities. Which of the following candidates should be selected to manage the software update？

A.Experienced software developer

B.External consultant

C.Department manager

D.Part-time project manager

158.一家公司的管理团队希望雇佣一名资源，来管理对公司现有产品的软件升级。该产品是某个部门多个产品的其中一个产品，且该部门还有其它重要活动.那么应该选择下列哪一个候选人来管理软件更新？

A.经验丰富的软件开发人员

B.外部顾问

C.部门经理

D.兼职项目经理

159.The WBS and WBS dictionary are completed. The project team has begun working on identifying risks. The sponsor contacts the project manager, requesting that the U.S. $l00，000 responsibility assignment matrix be issued. The project has a budget of and is taking place in three countries using 14 human resources. There is little risk expected for the project and the project manager has managed many projects similar to this one. What is the next thing to do?

A.Understand the experience of the sponsor on similar projects.

B.Create an activity list.

C.Make sure the project scope is defined.

D.Complete risk management and issue the responsibility assignment matrix.

159.WBS 及 WBS 词典已经完成，项目团队开始识别风险。发起人找到了项目经理，要求制定一个 100,000 美元的责任分配矩阵。项目的在三个国家进行，使用人员 14 人。项目预计风险很小，而且项目经理以前做了很多类似的项目。接下来项目经理应该所什么？

A.理解类似项目发起人的经验教训

B.创造活动清单

C.确保项目范围得到了定义

D.完成风险管理，制定责任分配矩阵

160.Your manager is a member of PMI. Once, when he was in the training course sponsored by the company, he copied and distributed parts of PMBOK. The PMI Ethics Review Committee is currently reviewing this case. You don't know about this case. Recently, you joined PMI. A member of the Ethics Review Committee asked you to answer a series of questions about your manager's misconduct. You should:

A.No participation, because you are not part of the ethics process.

B.Responsibility to cooperate with PMI on ethical violations and related information

C.No responsibility. You were not a member of the PMI when it happened.

D.No obligation to provide PMI with any information, because you do not have first-hand information about this case.

160.你的经理是 PMI 成员，有一次当他在公司主办的培训课程上，他复制和分发了 PMBOK 的部分内容，PMI 道德准则审核委员会现在正在审查这个案子，你对这个案子不了解，最近你加入了 PMI，某道德准则审查会的委员要求你回答一系列关于你的经理行为不当的问题，你应该:

A. 没有参与，因为你不是道德准则程序的一方，

B. 就道德准则违规事宜以及相关的信息方面，有责任与 PMI 合作

C. 不承担责任，国为事情发生当时你不是 PMI 成员

D.没有义务向 PMI 提供任何信息，因为你对本案例没有掌握第一手资料

B. 就道德准则违规事宜以及相关的信息方面，有责任与 PMI 合作

C. 不承担责任，国为事情发生当时你不是 PMI 成员

D. 有义务向 PMI 提供任何信息，因为你对本案例没有掌握第一手资料

161.A government regulatory agency requires companies to comply with new mandatory requirements. These requirements must be met by a set date or a fine will be imposed. In response, the company initiates a project and assigns a project manager. The project sponsor provides the project manager with a statement of work and a business case. What process should the project manager handle next？

A.Develop Project Charter

B.Develop Project Management Plan

C.Collect requirement

D.Develop Project Schedule

161.政府监督机构要求各公司遵守的强制性要求. 这些要求必须在某个设定日期满足，否则将遭到罚款.为响应该要求，公司启动一个项目并任命了项目经理. 项目发起人向项目经理提供了工作说明书和商业论证. 项目经理接下来应处理下列哪一个过程？

A.制定项目章程

B.制定项目管理计划

C.收集需求

D.制定项目进度表

162.The project was going well when all of a sudden there are were changes to the project coming from multiple stakeholders. After all the changes were determined, the project manager spent time with all the stakeholders to find out why there were changes and to discover any more. The project work has quieted down when a team member casually mentions to the project manager that the team member added functionality to a product of the project. Do not worry they say, "I did not impact time, cost or quality!" What should a project manager do FIRST?

A.Ask the team member how the need for the functionality was determined.

B.Hold a meeting to review the team member's completed work

C.Look for other added functionality.

D.Ask the team member how he knows there is no time, cost or quality impact.

162.项目一切进展顺利，突然几个干系人提出一些变更。所有变更确定后，项目经理开始与所有干系人讨论变更发生的原因，同时发掘是否还存在更多的变更。当一成员突然提到他给产品增加了一项功能时，全场一片寂静。"请不要担心，我不会影响项目的时间.成本及产品质量"他说。作为项目经理，你首先应该.

A.询问这位团队成员增加此项功能是如何确定的

B.召开会议，审查这位团队成员所完成的工作

C.寻找其他增加了的功能

D.询问这位项目团队，他怎么知道不会影响进度.成本及质量

163.A project is in the middle of execution. The project is running behind schedule and faces cost overruns. During this period, the customer requests a change to existing requirements. The project manager should do which of the following action?

A.Discuss with the team member whether or not the change can be accommodated in the current release.

B.Start to immediately work on the change to save time and cost

C.Ensure that the change is documented and the formal change process is followed.

D.Analyze the cost and schedule impact and inform the customer

163.项目目前处于执行的中间阶段。项目落后于进度，而且面临成本超支的问题。在这个时候，客户提出变更现有需求的请求。项目经理应该采取下列哪一项措施？

A.与团队成员讨论当前版本是否允许变更

B.立即开始变更工作，节省时间和成本

C.确保变更已用文件记录，并遵循正式的变更流程

D.分析成本和进度影响，并通知客户

164.One of the stakeholders on the project contacts the project manager to discuss some additional scope they would like to add to the project. The project manager asks for details in writing and then works through the scope control process. What should the project manager do NEXT when the evaluation of the requested scope is completed?

A.Ask the stakeholder if there are any more changes expected

B.Complete integrated change control.

C.Make sure the impact of the change is understood by the stakeholder.

D.Find out the root cause of why the scope was not discovered during project planning.

164.一位干系人要和项目经理讨论增加项目范围。项目经理要求一份详细的书面材料，然后通过范围控制流程处理。如果被要求增加的范围评估工作已经完成，接下来你该.

A.询问干系人是否还有其它变更

B.实施整体变更控制

C.确保干系人充分了解变更的影响

D.查找规划阶段没有发现问题的根本原因

165.Your organization is having a difficult time managing all of its projects. You have been asked to help senior management understand this. Which of the following types of reports would help provide summary information to senior management?

A.Detailed cost estimates

B.Project management plans

C.Bar charts

D.Milestone reports

165.你公司在管理所有项目中出现了困难，高级管理层要求你帮助他们了解状况。以下哪种类型的报告会给高级管理层提供基本信息？

A.详细的成本估算

B.项目管理计划

C.甘特图

D.里程碑报告

166.As a project manager, you believe in a "humane" approach to team building. The effective way to achieve this goal is to:

A.Create a name for the group

B.Setting Flexible Working Hours

C.Formulating project charter

D.Celebrations for important or special events

166.作为项目经理，你相信"人性化"的方法来加强团队建设。被证明是有效的能够达到这个目的的方法是.

A.为小组创设一个名称

B.规定灵活的工作时间

C.制订项目章程

D.为重要的或特别的事情举行庆祝活动

167.When should be the right time to launch a formal acceptance of a project deliverables?

A.Before the deliverables have been instated in the client systems

B.after project deliverable have been instated in the client system.

C.after the project manager demonstrates that all client specifications have been completed

D.after the project manager reports that all client specifications have been completed

167.什么时候应该寻求项目可接受成果的正式验收？

A.在交付成果安装在客户系统之前

B.在可交付成果安装在客户系统之后

C.在项目经理证明所有客户需求均已满足之后。

D.在项目经理汇报所有客户需求均已满足之后。

168.Which of the following accurately describes the cost incurred for fixing bugs before the product reaches the customer?

A.Appraisal

B.Prevention

C.Internal failure

D.External failure

168.下列哪一项准确阐述了在产品交付客户之前用于修复缺陷所产生的成本？

A.评估成本

B.预防成本

C.内部损失成本

D.外部损失成本

169.Which process leads to continuous process improvement?

A.Quality assurance

B.Develop project management plan

C.Control quality

D.Risk management

169.下列哪一个过程能实现持续过程改进？

A.管理质量

B.制定项目管理计划

C.控制质量

D.风险管理

170.A project manger works in a weak matrix organization. The functional manager assigns the project manager's spouse to the project manager's project. The functional manager insists that the spouse is the only resource available. What should the project manager do in this situation?

A.Accept the resource as it is beneficial to the project and the spouse's career growth.

B.Refuse the resource and communicate the risks to the sponsor.

C.Suggest that the organization assign a different project manager to manage the project.

D.Accept the resource as there is no conflict of interest because the project manager and their spouse report to different managers.

170.项目经理在一个弱矩阵式组织中工作。职能经理将项目经理的配偶分配到项目经理所管理的项目中工作。职能经理坚持说项目经理的配偶是唯一可用的资源。在这种情况下，项目经理应该怎么做？

A.接受该资源，因为这样对项目以及配偶的事业发展都有好处。

B.拒绝该资源，并向项目发起人传达风险所在。

C.建议组织分配别的项目经理来管理项目

D.接受该资源，项目经理和其他配偶向不同的经理汇报工作，因此不存在利益冲突。

171.A new project manager is responsible for managing a project in its execution phase. What should project managers do to avoid interrupting ongoing work?

A.Update Change Control Log

B.Implementing the Overall Change Control Process

C.Revision of the Register of Stakeholders

D.Review of the Risk Register

171.一名新项目经理负责管理一个处于执行阶段的项目。为避免中断正在进行中的工作，项目经理应该怎么做？

A．更新变更控制日志

B．实施整体变更控制过程

C．修订干系人登记册

D．审查风险登记册

172. During the project execution phase, the company was restructured. As a result, a department will be closed and its tasks will be outsourced. The project manager must adjust the project documents according to the new organizational structure of the company. What parts of the project management plan should be updated first?

A.Cost Management Plan, Communication Management Plan and Process Improvement B.Plan Risk Management Plan, Human Resource Management Plan and Communication

C.Process Revamping Plan, Risk Management Plan and Communication Management Plan

D.Human Resource Management Planning, Procurement Management Planning and Quality Management Planning

172.在项目执行阶段，公司进行了重组。结果，一个部门将关闭，其任务将外包。项目经理必须按照公司的新组织结构调整项目文档。应首先更新项目管理计划的哪些部分？

A．成本管理计划.沟通管理计划和过程改进计划

B．风险管理计划.人力资源管理计划和沟通管理计划

C．过程改造计划.风险管理计划和沟通管理计划

D．人力资源管理计划.采购管理计划和质量管理计划

173. When the project enters three months, the project manager notices that many project team members give negative comments on the work of other team members. What should the project manager do?

A.Let the project sponsor lead a team building activity

B.Provide rewards to the team and improve team collaboration

C.Adding a team building activity to the agenda of weekly meetings

D.Review the basic rules with the team

173.项目进入三个月时，项目经理注意到许多项目团队成员对其他团队成员的工作给予负面评价。项目经理应该怎么做？

A．让项目发起人领导一次团队建设活动

B．向团队提供奖励，改善团队的协作

C．在每周会议的议程中增加一项团队建设活动

D．与团队一起审查基本规则

174. There are two experts in the project. They are important resources in this field. They have different opinions on some issues. What attitude should they take?

A.cooperation

B.avoidance

C.forced

D.compromise

174.项目中有两位专家，在本领域都是重要资源，他们在有些问题上出现了分歧，应该采取什么工作态度.

A．合作

B．回避

C．强迫

D．妥协

175. The project sponsor instructs the project manager of a high-end project to reduce the budget by 10%. In addition, the project sponsor requests regular updates before stakeholder notification and, in some cases, before team member notification. The project sponsor explained that the CEO and the leadership team had approved these changes at the last management meeting. What should the project manager do next?

A.Implementing project tasks defined in the project management plan

B.Update the project budget and schedule in accordance with these requests

C.Inform project stakeholders and project team members of the request

D.Review change management plans and stakeholder communication needs

175 项目发起人指示一个高端项目的项目经理将预算降低 10%，此外，项目发起人要求在干系人通知之前定期更新，且在某些情况下，在团队成员通知之前更新。项目发起人解释说 CEO 和领导团队已在上一次管理会议上批准这些变更，项目经理下一步应怎么做？

A.执行项目管理计划中定义的项目任务

B.按照这些请求更新项目预算和进度计划

C.将该请求通知项目干系人和项目团队成员

D.审查变更管理计划和干系人沟通需求

176.A customer initiates a new strategic project, Which must be completed by the end of the year. The project is critical to the strategic success of the customer. An idea about the scope, budget, and timeline has already been discussed.What else should be included in the project charter?

A.Approved budget, named resources, and fixed-end date

B.Quantified risks, limits and exclusions, and revised milestone dates

C.High-level requirements, high-level risks, and identified scope

D.Project plan, scope plan, and resource plan

176.客户启动了一个新的战略项目，该项目必须自年底前完成。该项目对于客户的战略成功至关重要。关于项目范围.预算和进度的意见已经讨论过。项目章程中还应包含哪些内容？

A.批准的预算，制定的资源和固定的完工日期

B.定量的风险.限制和例外情况，已经修订的里程碑日期

C.高层级需求，高层级风险和识别的范围

D.项目计划，范围计划和资源计划

177. Manufacturing companies are experiencing a large number of product defects. Project managers are appointed to manage a project to reduce the defect rate. What should project managers do?

A.Making Quality Management Plan

B.Implementing the Quality Assurance Process

C.Implementing quality control process

D.Recording Experiences and Lessons

177.制造公司正遭遇大量的产品缺陷，项目经理被任命管理一个减少缺陷率的项目，项目经理应该怎么做？

A． 制定质量管理计划

B． 开展实施质量保证过程

C． 执行质量控制流程

178.A company wants to be the industry global market leader and starts a project to develop a new product implementing an innovative technology, what should the company's project initiator complete first?

A.Business argumentation

B.project plan

C.procurement plan

D.procurement plan

178.一家公司欲成为全球市场行业领军企业，启动一个项目来研发实施了创新技术的新产品。公司的项目发起人首先应该完成下列哪一项？

A.商业论证

B.项目计划

C.产品规格书

D.采购计划

179. After testing a software implementation project, users report that they do not believe the product provides the promised functionality. What should project managers do about this?

A.Process analysis

B.Check customer concerns according to scope management plan

C.Make change requests and improve the process

D.Check the user's concerns according to the process improvement plan

179.在用户对一个软件实施项目进行测试后，用户报告他们并不认为产品提供承诺的功能。对于这一点，项目经理应该怎么做？

A．开展过程分析

B．根据范围管理计划检查客户的担忧

C．提出变更请求，并改进过程

D．根据过程改进计划检查用户的担忧

180.Half -way through a project, a project manager discovered the earned value the past couple of months have been erroneous. What should be the project manager's priority?

A.Make no changes but plan to discuss with the sponsor.

B.Discuss a future course of action with stakeholders.

C.Take ownership for the error and identify corrections promptly.

D.Change the schedule and plan to match the earned value reports.

180.项目进展一半时，项目经理发现在过去几个月中挣值报告有错误，项目经理应该优先考虑的是什么？

A.不做任何变更，但是计划与发起人讨论。

B.与项目干系人讨论未来要采取的行动。

C.为错误承担责任并且迅速确认纠正措施。

D.改变进度和计划以保持与挣值报告相同。

181.After discovering that several external stakeholders were not identified correctly, the project manager invented a method to better identify these stakeholders. What should the project manager update to ensure that the problem and solution are communicated with the project management team of the whole company?

A.Lessons learned

B.Stakeholder Management Plan

C.Communication Management Plan

D.Project Management Office (PMO) Documentation

181.发现多个外部干系人未正确识别别后，项目经理发明一种方法，以便更好地识别这些干系人，为确保将这个问题和解决方案与整个公司的项目管理群体沟通，项目经理应更新什么？

A．经验教训

B.干系人管理计划

C.沟通管理计划

D.项目管理办公室（PMO）文档

182.A project is in the middle of the executing processes when a stakeholder suggests a major new change. This change will cause the third major overhaul of the project. At the same time, the project manager discovers that a major work package was not completed because a team member's boss moved him to another project that had a higher priority. Which of the following is the best person for the project manger to address these issues with?

A.Team

B.Senior management

C.Customer

D.Sponsor

182.一项目在执行过程中，项目干系人建议做出重大变更，这会造成项目的第 3 次全面检查。同时，项目经理发现一个主要的工作包没有完成，因为一名团队成员的领导把他调到另一个重要性更高的项目中去了。项目经理最好和谁谈这个问题？

A.团队

B.高级管理层

C.客户

D.发起人

183. You are the manager of a project to build a pig farm* Local residents and environmental groups opposed the project. They have provided a series of data showing that the burning of viscera and pig carcasses in factories will produce harmful or even poisonous gases, which are harmful to local residents. They threatened to take the company to court. You find that a lot of your time is spent trying to calm their fears. After spending a lot of time and energy, you persuaded management to agree to move the project to a new factory site outside the town. This is an example of what kind of risk response is as follows:

A.Passive acceptance

B.Active Acceptance

C.Risk mitigation

D.Risk Avoidance

183.你是建设一个生猪养殖厂项目的经理。当地居民和环保团体反对该项目。他们已经提供了一系列数据显示厂里焚烧的内脏和猪尸体将产生有害的甚至有毒的气体，对当地居民有危害。他们威胁将公司告上法庭。你发现你的大量时间花费在平息他们的担忧。在花费大量时间和精力之后，你说服管理层同意将项目迁至一个新的镇外的厂址。这是以下哪种风险反应的例子.

A.被动接受

B.主动接受

C.缓解风险

D.回避风险

184.During project executing, a major problem occurs that was not included in the risk register.

What should you do FIRST?

A.Create a workaround.

B.Reevaluate the risk identification process.

C.Look for any unexpected effects of the problem.

D.Tell management.

184.在项目执行阶段，发生了一严重的问题，该问题不在风险记录上。你应该先怎么做？
A.建立权变措施

B.重新评估识别风险过程

C.寻找该问题未预期的影响

D.告知管理层

185:. The project manager is collating documents for acceptance of product deliverables. What

should the project manager do when accepting deliverables?

A.Deliverable Outcomes of Closed Projects

B.Archiving deliverables

C.Transfer of ownership of deliverables

D.Collect customer feedback on deliverables

185..项目经理正在整理用于验收产品可交付成果的文件。验收可交付成果时，项目经理应

该怎么做？

A．收尾项目可交付成果

B．将可交付成果文件存档

C．转移可交付成果所有权

D．收集客户对可交付成果的反馈

186.Upon completion of the work, the seller requests to sign and agree to the formal conclusion of the contract. What should be done before accepting and approving the end?

A.Confirm that the Seller meets the schedule and budget stated in the Purchasing Management Plan and Contract Documents

B.Perform inspections and audits to check the compliance of the seller's workflow and deliverables

C.Develop a complete set of documents to be included with the final project documents

D.Survey customer satisfaction with completed work

186.完成工作之后，卖方请求签署同意合同正式收尾。在接受并批准收尾之前应完成什么？

A．确认卖方满足采购管理计划和合同文件中所述的进度和预算

B．执行检查和审计，检查卖方工作流程和可交付成果的合规性

C．编制一套完整的文件集，让其能够与最终项目文件一起包含在内

D．调查客户对已完成工作的满意度

187.The project manager of a complex construction project wants to minimize the risk exposure of the procurement process. When purchasing concrete, which type of contract should the project manager choose?

A.Cost plus Incentive Cost Contract (CPAF)

B.Material Contract (T&M)

C.Total Price plus Incentive Cost Contract (FPIF)

D.Fixed Total Price Contract (FFP)

187.一个复杂施工项目的项目经理希望尽可能减少采购过程的风险暴露，采购混凝土时，项目经理应选择哪种合同类型？

A．成本加奖励费用合同（CPAF）

B．工料合同（T&M）

C．总价加激励费用合同（FPIF）

D．固定总价合同（FFP）

188.At present, two companies are going to sign a fixed price plus bonus contract. The two sides have agreed that the target cost of the contract is $200,000 and the bonus is $30,000, so the price of the contract is $230,000. The buyer also set a maximum price of $270,000 and a "73% split" rate. If the seller completes the contract at the actual cost of $170,000, how much will the buyer pay the seller in addition to the cost of the contract?

A.21,000 dollars

B.35,000 dollars

C.39,000 US dollars

D.51,000 US dollars

188.目前有两家公司要签署一个固定价格加奖金的合同。双方已经谈妥，合同的目标成本是 200，000 美元，奖金是 30，000 美元，因此合同的预定价格是 230，000 美元。买方还设定了 270，000 美元的最高价以及"七三开"的分成比率。如果卖方以 170，000 美元的实际成本完成了合同，除了合同的成本外，买方还要付给卖方多少钱？

A．21，000 美元

B．35，000 美元

C．39，000 美元

D．51，000 美元

189.In the initiation phase of your project, it is apparent that factions within the client's company have significantly different views on how the project should be structured and how the deliverables should be defined. Which of the following is the BEST thing to do?

A.Ask the client when they will be iii agreement on the project requirements.

B.Work with leadership from each area to collaboratively engineer a mutually acceptable solution.

C.Make sure the terms and conditions of the contract are clear.

D.List the consequences of changes in the contract's requirement section.

189.在项目的启动阶段，客户公司内部明显存在对项目应如何构建和如何定义可交付成果的不同观点。下列哪项是最佳的?

A.问客户他们什么时候能对项目要求达成一致意见。

B.与各领域的领导合作，策划一个相互都可以接受的解决方案。

C.确保合同条款清楚。

D.在合同的要求部分列出变更的后果。

190.Of the options below, what is the most significant action the project manager will take for a

virtual team project?

A.Send a project plan to all members.

B.Develop a communication management plan.

C.Obtain and analyze team members' expectations.

D.Review the team members' skill.

190.以下各选项中，项目经理会为虚拟团队项目采取的最重要的措施是哪一个？

A.将项目计划发放给所有成员。

B.制定一份沟通管理计划。

C.获取并分析团队成员的期望。

D.审查团队成员的技能。

191.Management has promised you part of the incentive fee from the customer if you complete

the project early. While finalizing a major deliverable, your team informs you that the deliverable

meets the requirements in the contract but will not provide the functionality the customer

needs. If the deliverable is late, the project will not be completed early. What action should you

take?

A.Provide the deliverable as it is.

B.Inform the customer of the situation and work out a mutually agreeable solution.

C.Start to compile a list of delays caused by the customer to prepare for negotiations.

D.Cut out other activities in a way that will be unnoticed to provide more time to fix the

deliverable.

191.管理层已经向你保证如果你提前完成该项目，客户会给你一部分奖励。在最后完成一主要的交付成果时，你的团队告诉你该应付成果满足合同的要求但是不能提供客户所需的功能。如果该交付成果已经晚了，所以项目不能提前完成了。你应该采取什么措施？

A.就这样递交交付成果

B.告诉客户情况是这样的，寻找一个双方都能接受的解决方法

C.开始由客户编写引起延误的列表以准备谈判

D.悄悄削减其它活动以为修复该交付成果节约时间

192.You are responsible for managing a production project. Based on the inspection of product quality control, the superior leaders believe that in order to prevent problems in other projects in the future and to minimize the rework rate, it is necessary to take necessary corrective measures for the Raw Material Demand Planning (MRP) system. To implement these necessary changes, you should follow

A.Company's Quality Policy

B.Quality Management Plan

C.Established operational definitions and procedures

D.Procedures for Total Change Management Control

192.你负责管理一个生产项目，基于对产品的质量控制进行的检查，上层领导认为.为了防止在未来其他项目上出现问题，同时要将返工率降到最低，有必要对原料需求计划(MRP)系统采取必要的改正措施。要执行这些必要的变更，你应该遵循

A．公司的质量政策

B．质量管理计划

C．确立的操作定义和程序

D．全面变更管理控制的程序

193.The project manager starts a project and queries the organizational process assets of a similar project completed previously. What technology does the project manager adopt?

A.reference

B.Attribute sampling

C.Benchmarking

D.Analogical Estimation

193.项目经理开始一个项目，并查询了一个之前完成的类似项目的组织过程资产。项目经理采用了什么技术？

A．参考

B．属性抽样

C．标杆对照

D．类比估算

194.The quality team performs an audit on the project and finds an issue with a deliverable. The project team should do which of the following?

A.Create a change request and follow the integrated change control.

B.Fix the issue immediately.

C.Do an estimate for the issue and fix the issue.

D.Call the team for the meeting and discuss the issue

194.质量团队对项目执行一项审计,发现可交付成果存在一个问题，项目团队应该采取下列哪一项措施？

A.创建变更请求，遵循整体变更控制

B.立即解决问题

C.为这个问题做估算，并解决问题

D.组织团队召开会议，讨论这个问题

195.The project manager has been appointed to manage a new project and is identifying and evaluating information about everyone affected by the project. What documents should the project manager consult?

A.Implementation, Responsibility, Consultation and Informed (RACI) Matrix

B.Stakeholder Register

C.Project scope statement

D.Project Charter

195.项目经理被任命管理一个新项目，正在识别和评估受项目影响的每个人相关信息。项目经理应该查阅哪些文件？

A.执行.负责.咨询和知情（RACI）矩阵

B.相关方登记册

C.项目范围说明书

D.项目章程

196.During the project, you realize you need a consultant immediately to begin working on a project. What is the MOST appropriate contract type in this situation?

A.Fixed price (FP)

B.Start work order

C.Time and material (T&M)

D.Cost plus fixed fee (CPFF)

196.项目实施过程中，突然需要一位项目顾问。在这种情况下应该使用何种合同类型？

A.固定总价（FP）

B.工作订单

C.工料合同（T&M）

D.成本加固定费合同（CPFF）

197.In the middle of a three-year project, a new project manager was appointed. At the first team meeting, the project manager learned about the flood and how it could destroy equipment. What should a project manager do first?

A.Buying flood insurance for equipment to mitigate this risk

B.Field visits, assessment

C.Check the risk management plan

D.Tracking the problem, but not acting immediately

197.在一个为期三年的项目中途，任命了一名新项目经理，在第一次团队会议上，该项目经理得知有关洪水的问题，以及该洪水如何可能摧毁设备。项目经理首先应该做什么？

A.为设备购买洪水保险，减轻该风险

B.实地访问，评估情况

C.检查风险管理计划

D.跟踪这个问题，但没有立即采取行动

198. The project manager discovers an unpredictable high-impact risk has become a factor in the project. self-interest among team members is keeping the issue from being reached, The project manager must act quickly to refocus the team and get the project on tack. which of following techniques should the project manager use to resolve the issue？

A.   Compromise

B.Collaborate

C.Force

D.Accommodate

198.项目经理发现一个不可预料的高影响风险已经成为项目的一个因素，团队成员之间的自身利益导致问题得不到解决，项目经理必须快速行动，让团队重新集中精力，以便项目恢复进度，项目经理应该使用下列哪一项技术来解决问题？

A.妥协

B.合作

C.强迫

D.包容

199. By building up your reputation in a team, you can promote communication between yourself and other members of the team. This process involves building and maintaining credibility. Which of the following is not conducive to this aspect of behavior?

A.Be flexible and listen to different opinions

B.Respect others

C.Show your expertise by answering

D.Be trustworthy and unswerving

199．通过在团队中建立自己的信誉，可以促进自己与团队中其他成员之间的交流。这个过程涉及建立和保持信誉的问题。下列哪一项不是有助于这一方面的行为？

A．态度灵活，并听取不同意见

B．尊重他人

C．通过你给出的回答，表明有专长

D．可以信赖，并且坚定不移

200. Senior management identifies the initial scope and high-level requirements for implementing a new warehouse management system. Which of the following must happen to start the project?

A.Need to define external and internal stakeholders

B.Project managers need to approve project scope specifications

C.Need to approve the project plan

D.Final approval of the overall financial budget is required

200.高级管理层识别了执行一个新仓库管理系统的初步范围和高层次需求。启动该项目必须发生下列哪一项？

A.需要定义外部和内部干系人

B.项目经理需要批准项目范围说明书

C.需要批准项目计划

D.需要最终批准总体财务预算