

## PMP 备考知识的细节支持（第 2 版）

整理: guojiayoung (项目管理者联盟/[www.mvpm.net](http://www.mvpm.net) 的 ID)

附注二十五



模拟试题 200 道—得分 $\times 0.8 > 137$  分 通过 PMP 考试希望很大



bayou



级别: 论坛游民

积分: 15

经验: 45

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1. The purpose of project plan development is to—  
项目计划规划的目的是 [      ]

- a. Create a document to guide project execution and control  
制定项目文件，指导项目执行和控制
- b. Document project assumptions and constraints  
提出项目的假设和约束条件
- c. Promote communication among stakeholders  
促进项目干系人之间的沟通
- d. Define key project reports  
确定主要项目报告

Please refer to the following information to answer questions 2.  
请参阅以下信息，回答问题 2。

You have been assigned as the project manager on a project with a clearly defined scope limited to the design-and-build phase of a product assembly line. A member of the client's team has asked a functional supervisor on the project to complete a small job during the installation phase of the project. The functional supervisor referred the client to the project manager.

您已经被委派为某项目的项目经理，职权范围明确界定，限于产品总装的设计及建设阶段。客户组的一位成员向项目部门主管询问有关在项目安装阶段完成一项小工作的问题。项目部门主管请客户询问项目经理。

2. The BEST response to this request would require a review of information developed in which of the following sub-processes?

对这一请求作出最佳答复需要审查以下哪个分过程中开发的信息？ [      ]

- A. Activity duration estimating 活动期限评估
- B. Scope verification 范围核查
- C. Scope definition 范围界定
- D. Schedule development 进度计划拟定

3. Most of the project's budget is expended during—  
项目预算在下列哪个阶段投入最大？ [      ]

- a. Project plan development
- b. Project plan execution

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项目计划制定阶段  
c. Overall change control  
总体变更控制阶段

项目计划执行阶段  
d. Project initiation  
项目启动阶段

4. A customer requests a scope change in the project you are managing. In order to determine the impact of the requested change, you will need a work breakdown structure, change request, scope management plan, and:

顾客要求变更您管理的项目的范围。为了确定要求的变更可能产生的影响，您将需要工作分解结构、变更请求、范围管理计划以及： [ ]

- A. Performance reports 业绩报告
- B. Responsibility matrix 职责矩阵
- C. Pareto chart 帕累托图表
- D. Monte Carlo simulation 蒙特卡罗模拟法

5. The critical path time needs to be reduced by 25%. All of the following actions are relevant in accomplishing this objective EXCEPT:

关键路线时程需要减少 25%。以下行动全都与实现这一目标相关，除了： [ ]

- A. Adding resources 增加资源
- B. Eliminating float 消除浮动时间
- C. Crashing time schedule 缩减进度时间表
- D. Paralleling activities 平行开展活动

6. Bar charts are preferred over network logic diagrams to illustrate:

为了图解以下情况，条线图优于网络逻辑图： [ ]

- A. Progress or status 进展情况或状况
- B. The critical path 关键路线
- C. Budget relationships 预算关系
- D. Logical relationships 逻辑关系

7. Change requests occur in all the following forms except—

变更请求不能以下列哪种形式提出？ [ ]

- a. Oral or written 口头或书面
- b. Legally mandated or optional 法定授权的或自主选择的
- c. Formal or informal 正式或非正式的
- d. Externally or internally initiated 外部提出的或内部提出的

8. According to McGregor, a manager who uses Theory X sees workers as—

按照麦克格雷格的观点，运用 X 理论的经理把员工看作是： [ ]

- a. Highly motivated, willing to take responsibility, and reliable 主动性高，可靠并愿意承担责任
- b. Highly untrustworthy, needing to be watched and closely managed at all times 不可信任，任何时候都需要监视和严格管理
- c. Very productive when first given an assignment 第一次接受任务时，工作效率很高
- d. Unproductive at first, followed by periods of high productivity 开始时工作效率不高，但随后进入高效率工作期

9. Although an output of the various control processes, corrective action is also an input to project plan execution because it—

纠正措施是不同的项目控制过程的结果，也是项目计划执行的内容，这是因为它： [ c ]

- a. Ensures that project objectives are met 能确保项目目标的实现
- b. expedites actions to ensure that activities are completed on time 采取措施确保每项工作都按时完成
- c. Completes the feedback loop needed to ensure effective project management

- 能完成信息反馈周期，确保对项目进行有效的管理
- d. Involves performing a planned response for a specific project risk event  
能就某特定项目的风险事项进行有计划的应对

10. During the course of a project, the number of team members increases from five to ten. How many ADDITIONAL lines of communication now exist?  
在项目进行过程中，项目班子成员的人数从五人增加到十人。会增加多少条沟通线路？  
[      ]

- A. 15
- B. 35
- C. 45
- D. 55

11. A change control board is—  
变更控制委员会是： [      ]
- a. Recommended for use on all projects, large or small  
被推荐在所有大小项目中使用
  - b. Used as required to approve or reject change requests  
在决定是否批准变更请求时使用
  - c. Managed by the project manager who serves as its secretary  
由项目经理担任其主任并对其进行管理
  - d. Composed of key members of the project team  
由项目小组主要成员组成

12. The monthly report to the client shows zero schedule variance. However, members of the team know that a milestone has been missed that will cause an overall delay to the project. Which one of the following is being inadequately reported?  
给客户的月席报告表明进度偏差为零。然而，项目班子成员知道进度里程碑已经延误，并将造成项目全面延误。下面哪一项未充分报告？ [      ]

- A. Communication plan variance      沟通计划偏差
- B. Resource management plan      资源管理计划
- C. Critical path status      关键路线状况
- D. Risk analysis      风险分析

13. A resource histogram shows:  
资源直方图表明： [      ]

- A. Expected resource usage by time period.      按时段分配的预期的需利用的资源
- B. Expected requirements for critical path activities.      预期的对关键路线活动的要求
- C. Resource assignments by work package      按工作包分配的资源
- D. Resource assignments by activities      按活动分配的资源

14. Typically, change control systems include automatic approval of certain types of changes. An example of such a change is one that is—  
一般来说，变更控制系统包括对某些变更的自动批准，这种变更的一个例子是： [      ]
- a. Suggested by the project sponsor      b. The result of an emergency  
由项目赞助者提出的变更      由紧急情况造成的变更
  - c. Suggested by the customer      d. Made mandatory by a new regulation  
由客户提出的变更      由新规定引起的强制性变更

15. Project quality management includes all of the following processes EXCEPT quality:  
项目质量管理包括如下过程，除了： [      ]

- A. Standards      质量标准
- B. Planning      质量规划
- C. Assurance      质量保障

D. Control 质量控制

16. As applied to projects, temporary means that—

对项目来说，“临时”的意思是： [ ]

a. Projects are short in duration

项目的工期短

b. Every project has a definite beginning and end

每个项目都有确定的开始和结束点

c. The undertaking will end at an undetermined time in the future

项目未来完成时间未定

d. Projects can be canceled at any time

项目随时可以取消

17. The MOST important reason for stakeholder analysis in preparing a communication management plan is to:

利害关系者在拟定沟通管理计划进行利害关系者分析的最重要的理由是： [ ]

A. Develop a stakeholder contact database

开发利害关系者联络数据库

B. Publish a contact list of all team members for stakeholders

发表利害关系者所有项目班子成员的联系人名单

C. Determine the stakeholder's needs

确定利害关系者的需求

D. Ensure timely distribution of meeting minutes to stakeholders

确保及时向利害关系者分发会议纪要

18. The management-by-objectives technique addresses all the following except—

目标管理不涉及下列哪项内容 [ ]

a. Establishing unambiguous and realistic objectives

确定明确和现实的目标

b. Periodically evaluating whether project objectives have been achieved

定期评估项目目标是否完成

c. Promoting participation, team building, and commitment to the project

促进合作、团队建设和对项目的投入

d. Establishing a specific career path for a project team member

为项目团队成员建立具体的职业途径

19. To increase the probability of obtaining qualified people from a consultant, the project manager should:

为了增加从咨询机构获得合格人员的概率，项目经理应： [ ]

A. Include key personnel requirements in the request for proposal

在提案请求中包括对关键人员的要求

B. Define the statement of work and team structure

界定工作描述和项目班子结构

C. Hire a large company that has experience with the type of project

雇用一家对这类项目富有经验的大公司

D. Require candidates to work on-site for a one-week probationary period

要求候选人在一周的试用期中去现场工作

20. Lessons learned from projects are significant because they—

从项目中学到的经验是有意义的，因为它 [ ]

a. Must be collected to meet requirements of organizational policies and procedures

必须汇总起来以满足组织策略和程序的要求

b. Show the causes of variances and the reasons certain corrective actions were selected

显示偏差的原因以及选择一些纠正措施的理由

c. Show why certain projects were selected by the organization over others

显示组织机构为什么选择某些项目

d. Show why certain people were selected as project manager and team members over others  
显示为什么有些人被选为项目经理和团队成员

21. You are managing a project that involves working in various locations. Past projects have failed at one of the field locations. Your INITIAL action should be to :

您正在管理一个涉及在多个地点开工的项目。以往的项目在某个现场已经失败。您最初的行动是： [ ]

A. Increase management reserves for potential problems

增加应付潜在问题的管理准备金

B. Identify potential risks and their probability

查明潜在风险及其概率

C. Increase resources at the field location

增加现场的资源

D. Adjust the scope and close the field office

调整范围和关闭现场办事处

22. Measuring project performance regularly is necessary to identify variances from the project plan. A variance is considered to be significant if it—

定期测定项目绩效是界定项目计划偏差必需的，偏差在下面哪一种情况下被认为是 [ ] 重大偏差？

a. Is considered a project risk

偏差被视作项目风险

b. Becomes a lesson learned as a result of the corrective action selected

由于所选的纠偏措施而成为一个经验教训

c. Jeopardizes project objectives

偏差损害项目目标

d. Requires corrective action

偏差需要纠正措施

23. Which of the following is not part of the project plan?

不在项目计划内的是 [ ]

a. The project charter

项目章程

b. The WBS

WBS

c. Performance measurement baselines for schedule and cost

进度表和成本的绩效测定基线

30. The project team members' compensation plan

项目团队成员的补偿计划

24. The WBS is an input to scope change control because it—

WBS 之所以成为范围变化控制的一个输入是因为它： [ ]

a. Provides information on project objectives

提供有关项目目标的信息

b. Defines the project's scope baseline

能界定项目范围的基线

c. Defines all project baselines

可以界定所有项目基线

d. Provides information on scope performance

可以提供有关范围功效的信息

25. The document that describes the objectives, work content, deliverables, and end product of a project is the —

注明项目目标、工作内容、交付时间以及最终产品的文件是下列哪一个？ [ ]

a. Project charter

项目章程

b. Product description

产

品说明书

c. Scope statement

范围说明书

d.

WBS

WBS

26. When an organization chooses a project selection model, the most important criterion is—

一个公司在确定项目选择模式时，最重要的标准是： [ ]

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- |                |      |            |    |
|----------------|------|------------|----|
| a. Capability  | 功能   | b. Realism | 实用 |
| c. Ease of use | 使用简便 | d. Cost    | 费用 |

27. A project manager's company operates in a high-technology area requiring the integration and

sharing of several functional specialties. The project manager is considering the appropriate organizational structure for a new project. The likely choice would be—

一个项目经理的公司在高科技领域从事经营工作，公司需要对一些功能特性进行集成与共享。项目经理正在考虑一个新项目合适的组织结构，其可能的选择是 [ ]

- |               |     |                 |     |
|---------------|-----|-----------------|-----|
| a. Matrix     | 矩阵  | b. Tight matrix | 强矩阵 |
| c. Functional | 功能化 | d. Projectized  | 项目化 |

28. Each project phase is marked by completion of one or more deliverables. The deliverable for the concept phase of a project is the —

每个项目阶段都以一个或多个工作的完成为标志，在项目设计阶段的可交付成果是： [ ]

- |                    |       |                         |        |
|--------------------|-------|-------------------------|--------|
| a. Project plan    | 项目计划书 | b. Statement of work    | 工作说明书  |
| c. Project charter | 项目章程  | d. Resource spreadsheet | 资源准备表格 |

29. Change requests may result from—

产生变更需要的原因可能是 [ ]

- |    |   |               |
|----|---|---------------|
| a. | A review of the project charter                                 | 对项目章程的审查      |
| b. | A review of the performing organization's strategic plan        | 对实施公司战略计划的审查  |
| c. | Enhanced problem-solving skills on the part of the project team | 项目团队解决问题能力的提高 |
| d. | An error or omission in scope definition                        | 项目范围界定中的错误与遗漏 |

30. Using the data in the following table, which activity has the MOST slack/float?

利用下表中的数据，判断何种活动具有最多的浮动时间？ [ ]

ACTIVITY	LATE START	EARLY START
B	0	10
D	39	31
E	20	20
G	4	0
活动	晚开工	早开工
B	0	10
D	39	31
E	20	20
G	4	0

- |    |   |
|----|---|
| A. | B |
| B. | D |
| C. | E |
| D. | G |

31. A work package is a —  
工作包是 [ ]

- |    |  |                 |
|----|--|-----------------|
| a. | Deliverable at the lowest level of the WBS                     | 一项 WBS 最低层的交付工作 |
| b. | Task with a unique identifier                                  | 一项具有特殊标准的任务     |
| c. | Required level of reporting                                    | 一项必要的汇报工作       |
| d. | Task that can be assigned to more than one organizational unit | 一项可分包给若干单位的任务   |

32. A scope change is one that—  
项目范围变更是指 [ ]

- |    |  |                           |
|----|--|---------------------------|
| a. | Modifies the project's agreed-upon scope as defined by the WBS | 在双方同意的基础上，修改 WBS 中规定的项目范围 |
| b. | Results in a change to all project baselines                   |                           |



- 能导致所有项目基线变动的变更
- c. Requires adjustments to cost, time, quality, and other objectives  
要求对成本、完工时间、质量和其他项目目标进行调整的变更
- d. Results in a lesson learned  
能让人吸取经验的变更
33. All the following are project selection methods except—  
下列各项不是项目选择办法的是：[ ]
- a. Logical Framework Analysis 逻辑框架分析      b. Analytic Hierarchy process 解析层次过程
- c. Expert judgment 专家判断      d. Decision trees 决策树
34. The scope statement—  
范围报告书[ ]
- a. Does not include project objectives such as cost, schedule, or quality measures  
并不包括项目目标，如项目成本，进度计划和质量监测等内容
- b. Includes a description of project assumptions and constraints  
包括对项目的假设和约束条件的说明
- c. Provides a documented basis for preparing the PERT/CPM network  
可为准备 PERT/CPM 网络提供文件基础
- d. Describes how the WBS will be structured  
可说明 WBS 的构成情况
35. The project charter should be issued by—  
项目章程应由以下各项中哪一个发布？[ ]
- a. The project manager 项目经理
- b. The head of the performing organization 执行机构的最高官员
- c. A manager external to the project 项目外的一名经理
- d. The project sponsor 项目赞助人
36. Completion of project scope activities is measured against the—  
对项目范围活动完成情况的测定须与下列哪个选项对应？[ ]
- a. Requirements 项目要求      b. Project plan 项目计划
- c. Scope management plan 项目管理计划      d. WBS WBS
37. The three major causes of change on a project are—  
引起项目发生变更的三个主要原因是[ ]
- a. Replacement of the project manager or key project team members, changes in priorities by senior management, and contractual difficulties  
项目经理或项目团队中关键人物的更替，高级管理层改变工作优先顺序，合同难以完成
- b. Changes in the relative importance or time, resources, or cost, new knowledge about the deliverable, and technological uncertainty  
时间、资源和成本上的相对重要性发生的变化，对可交付成果的新认识，技术的不确定性
- c. Errors in the initial assessment of how to achieve the goal of the project, new information about the project deliverable, and a new mandate  
对项目目标完成方式的最初评估发生错误，对项目可交付成果的新认识、新指令
- d. Unavailability of resources promised by the functional managers, cost overruns, and changes in customer requirements  
职能经理许诺的资源未到位，成本超支，客户需求发生变化
38. In certain organizations, a project is not formally initiated until after the completion of a—  
在某些组织中，一个项目一般不会正式启动，除非完成了：[ ]
- a. Feasibility study 可行性研究      b. Project budget 项目预算
- c. Make-or-buy analysis 自建或购买的选择分析      d. Project charter 项目章程
39. The greatest degree of uncertainty is encountered during which phase of the project life cycle?  
在下列哪个项目生命周期阶段会发生最严重的不确定性？[ ]
- a. Concept 构思阶段      b. Planning 规划阶段
- c. Implementation 执行阶段      d. Closeout 收尾阶段
40. A change control system should include all the following except—

- 一个变更控制系统不应包括[ ]
- a. Procedures for automatic approval of defined categories of change  
对明确的变更的类别进行自动认可的程序
  - b. Paperwork, tracking systems, and approval levels necessary for authorizing changes  
授权变更所必需的文字工作、跟踪系统和授权级别
  - c. A description of the powers and responsibilities of the change control board  
对变更控制机构的权力和责任的描述
  - d. Procedures for conducting a midproject control system review  
进行项目中期控制系统审查的程序

41. Written change orders should be required on—  
书面的变更指令应在以下哪些项目中使用[ ]
- a. All projects, large and small  
所有项目，不论大小
  - b. Large projects  
大型项目
  - c. Projects with a formal configuration management system in place  
具有正式的配置管理系统的项目
  - d. Projects for which the cost of a change control system can be justified  
变更控制系统费用适宜的项目
42. The principal sources of project failure are—  
项目失败的主要原因是[ ]
- a. Lack of a projectized or strong matrix structure, poor scope definition, and lack of a project plan  
缺乏项目型或强矩阵型的结构，项目范围界定不当，以及缺少项目计划
  - b. Lack of commitment or support by top management, disharmony on the project team, and lack of leadership by the project manager  
缺少最高管理层的支持，项目人员缺乏合作，以及项目经理领导不得力
  - c. Poorly identified customer needs, a geographically dispersed project team, and little communication with the customer until the project is delivered  
客户需求认识不足或不当，项目人员分布分散，项目进行期间与客户沟通不足
  - d. Organizational factors, poorly identified customer needs, inadequately specified project requirements, and poor planning and control  
组织方面的不利因素，客户需求认识不足或不当，项目需求识别不当，规划和控制不足或不当

43. All of the following are often problems in a matrix organization EXCEPT:  
以下都是矩阵组织中经常出现的问题，除了：[ ]

- A. Ambiguity and role conflict  
模糊不清和角色冲突
- B. Balance of power (power struggles)  
权力平衡（权力斗争）
- C. Inefficient use of resources  
资源使用率低
- D. Conflicting priorities  
优先权冲突

44. All the following are inputs to project initiation except the—  
以下各项都是项目启动阶段的输入，除了：[ ]
- a. Product or service description  
对产品或服务的说明
  - b. Organization's strategic plan  
组织的战略计划
  - c. Project selection criteria  
项目选择标准
  - d. Project charter  
项目章程

45. In all projects, needs must be tempered by schedule, cost, and resource constraints.  
Project success depends primarily on—  
所有项目中，客户的要求必须根据进度表、成本和有限的资源进行修改。项目的成功主要取决于：[ ]

- a. The quality of the schedule and cost control analysis



进度表和成本控制分析的优劣

b. Customer satisfaction

客户满意程度

c. Customer compromise in defining its needs

客户在确定要求时的折衷态度

d. Exceeding customer requirements through gold-plating

通过漂亮的外包装超额满足客户的要求

46. The most important element necessary for project control is—

项目控制中最重要的因素是 [ ]

a. Upper management commitment

上层管理的投入程度

b. Responsibility over resources

对资源负责

c. Clear requirements

有明确的要求

d. Sufficient management reserve

充足的管理准备金

47. A precedence diagram and an arrow diagram are both examples of networks.

Which statement describes the primary difference between them?

逻辑顺序图和箭线图都是网络的一种，下列哪项陈述说明了这两种图表的主要区别？ [ ]

a. The arrow diagram incorporates PERT in the activity duration.

箭线图表的工作期中包括 PERT

b. The precedence diagram represents activities as nodes.

逻辑顺序图用节点来表示工作

c. The arrow diagram does not indicate critical path.

箭线图表不注明主要的路径

d. The precedence diagram uses float as part of the activity duration.

逻辑顺序图把时差作为工作周期的一部分

48. Which term describes a modification of a logical relationship that delays a successor task?

下列哪个名词描述了导致下一项任务延迟的逻辑关系的改变？ [ ]

a. Lag

落后

b. Lead

领先

c. Float

时差

d. Slack

浮动时间

49. Milestones are not-

里程碑不是 [ ]

a. Activities of zero duration

持续期为零的工作

b. Significant events in the project life cycle

项目生命周期中重要的事件

c. Measures of achievement for expenditures of money or time

因资金或时间的付出而取得的工作成果的度量

d. Best utilized when denoting start and finish of all activities

在表示所有工作开始和结束时，得到最好利用

50. A diagram that ranks defects by frequency of occurrence is a:

按发生频率排列缺陷的图表是： [ ]

A. Checklist 一览表

B. Decision tree 决策树

C. Cause and effect diagram 因果图

D. Pareto chart 帕累托图

51. The practice of overlapping project activities is known as-  
项目工作相互交错这一现象被认为是[ ]

- |                           |      |                  |      |
|---------------------------|------|------------------|------|
| a. concurrent engineering | 当前项目 | b. Fast-tracking | 快速跟进 |
| c. Leveling               | 平衡   | d. Crashing      | 赶工   |

52. Activity A has a duration of 3 days and begins on the morning of Monday the 4th. The successor activity, B, has a finish-to-start relationship with A. The finish-to-start relationship has 3 days of lag, and activity B has a duration of 4 days. Sunday is a non-workday. What can be determined from these data?

工作 A 需要 3 天完成，于 4 号星期一上午开始，后续工作 B 与工作 A 存在着结束与开始的关系。

这两项工作之间有 3 天的间隔时间，工作 B 完成需要 4 天的时间，周日为休息日，从这些数据中可以得出：[ ]

- a. The total duration of both activities is 8 days.  
两项工作完成总共需要 8 天完成
- b. Calendar time between the start of A to the finish of B is 11 days.  
工作 A 开始到工作 B 结束需要的日程时间为 11 天
- c. The finish date of B is Wednesday the 13th.  
工作 B 完成的日期是 13 号星期三
- d. Calendar time between the start of A to the finish of B is 14 day.  
工作 A 开始至工作 B 结束需要的日程时间为 14 天

53. The schedule development technique that provides early and late start and finish dates for each activity is-  
能够提供每项工作开始早晚和完成日期的进度开发技术是：[ ]

- |                 |        |                         |        |
|-----------------|--------|-------------------------|--------|
| a. SPC analysis | SPC 分析 | b. GERT                 |        |
| c. CPM          |        | d. Monte Carlo analysis | 蒙特卡罗分析 |

54. Fast-tracking means- 快速跟进的意思的 [ ]

- a. Reducing the duration of critical path activities to shorten project duration  
缩短关键路径工作周期，以缩短项目周期
- b. Reducing project duration by redefining logical relationships  
通过对各种逻辑关系再确定来缩短项目周期
- c. Using only the best resources to accomplish work as quickly as possible  
只使用最好的资源以尽快完成工作
- d. Coordinating efforts with other projects to reduce administrative friction  
同其他项目协调好关系以减少管理的磨擦

55. Thirty percent of the team has accepted an early retirement option effective immediately. What should the project manager do FIRST?  
项目班子的百分之三十成员已接受将立即生效的提前退休选择。项目经理应首先做什么呢？  
[ ]

- A. Revise the work breakdown structure  
修订工作分解结构
- B. Recruit team members  
招聘项目班子成员
- C. Implement the risk response  
实施风险对策
- D. Revise the linear responsibility chart

修订线性职责图表

56. Which of the following is not an input to schedule control?

下列哪个因素不是进度控制的输入? [ ]

a. The schedule change control system

进度变更控制系统

b. Change requests

变更的要求

c. The schedule management plan

进度管理计划

d. Performance reports

绩效报告

57. To assess the implications of crashing a project, a project manager should first compute-

在评估一个项目是否赶工时，项目经理首先计算 [ ]

a. The cost and time slope for each critical activity that can be expedited

可以加速完成的每项关键工作投入的成本和时间的斜率

b. The cost of additional resources to be added to the project's critical path

项目关键路径新增资源的成本

c. The time that will be saved in the overall schedule when tasks are expedited on the critical path

当关键路径的工作速度加快时，项目整体进度可以节约的时间

d. Three probabilistic time estimates of PERT for each critical path activity

每个关键路径 PERT 三个可能的时间估算

58. Unlike bar charts, milestone charts show-

与横道图不同，里程碑式图表展示的是:[ ]

a. Scheduled start or completion of major deliverables and key events

主要可交付成果和重要时间的计划开始与完成时间

b. Activity start and end dates

工作开始和结束的日期

c. Expected durations

预计的工期

d. Dependencies

依赖性因素

59. The schedule change control system includes the-

项目进度变更控制系统包括: [ ]

a. Requirements for reporting schedule performance

报告进度执行情况的要求

b. Requirements for measuring schedule performance

衡量进度执行情况的要求

c. Methods for assessing the magnitude of schedule variations

对项目进度变更程度进行评估的方法

d. Approval levels necessary for authorizing schedule changes

授权批准项目进度变更级别

60. An activity has an early start date of the 10th and a late start date of the 19th.

The activity also has a duration of 4 days. There are no nonworkday. From the

information given, what can be concluded about the activity?

一项工作最早开始日期为 10 号，最晚开始日期为 19 号，该项工作周期为 4 天，这其中没有休息日。从以上给出的信息，关于该项工作可以得出什么结论? [ ]

a. Total float for the activity is 9 days.

该项工作总时差为 9 天

b. The early finish date of the activity is the end of the day on the 14th.

该项工作最早完成日期为 14 号当天结束时

c. The late finish date is the 25th

该项工作最迟完成的日期为 25 号

d. The activity can be completed in 2 days if the resources devoted to it are doubled.

如果将投入该项工作的资源增加一倍的话，该项工作可以在两天内完成

61. Conditional diagramming methods such as GERT are used-

像 GERT 这样有条件的绘图方法，其使用的目的是：[ ]

a. To show the four types of dependencies(finish-to-start, finish-to-finish, start-to-start, and start-to-finish)

展示依赖性因素的四种形式（完成到开始，完成到完成，开始到开始，开始到完成）

b. For a graphical representation of the network that is easier to interpret than PERT charts

用来对网络图形重新表述，以便比 PERT 图更容易说明问题

c. Because PDM and ADM do not allow nonsequential activities, such as loops or conditional branches

因为 PDM 和 ADM 不允许诸如环形活动或有条件的分支这样的没有先后顺序的活动

d. To help expedite the preparation of a project network diagram

加快项目网络图的准备速度

62. The basis for measuring and reporting schedule performance is the-

项目进度执行的测定和报告的依据是：[ ]

a. Schedule baseline

进度基线

b. Number of change requests

变更申请量

c. Difference between planned and actual events and activities

计划的和实际的时间与工作之间的区别

d. Technical baseline

技术基线

63. The tool that provides a basis to identify the work that must be scheduled is the-

为确定必须制定计划的工作提供基础的工具是：[ ]

a. Master schedule

总体进度安排

b. Budget

预算

c. WBS

WBS

d. Gantt chart

GANNT 图形

64. Which of the following should be a consideration when developing activity time estimates?

在进行工作时间估算时，应考虑下列哪些方面？[ ]

a. Resource capabilities

资源能力

b. Expert judgment

专家的判断

c. Simulation

运用模型分析

d. Monte Carlo analysis

蒙特

卡罗分析

65. The major difference between PERT and CPM is that PERT-

PERT 和 CPM 的主要区别是 PERT：[ ]

a. Uses the distribution's mean(expected value)in computing the schedule

使用分布的平均值（期望值）来计算项目的进度

b. Uses the most likely estimate to compute float

运用最可能的估算值计算时差

c. Focuses on calculating float to determine which activities have the least scheduling flexibility

集中计算时差，确定哪些工作在进度上的伸缩余地小

d. Includes nonsequential activities such as loops or conditional branches as part of the diagram

包括无先后顺序的工作，如网络图中部分环行或条件分支

66. Generally, the MOST effective form of conflict resolution for a project manager operating in a matrix organization is:

通常，对一个在矩阵组织中运作的项目经理最有效的解决冲突方式是：[ ]

- A. Problem-solving      解决问题
- B. Forcing              强制
- C. Smoothing          缓和
- D. Compromising      折衷

67. In project time management, crashing means-  
在项目的时管理中，项目赶工的意思是：[      ]

- a. Reducing project duration by redefining logical relationships  
重新界定逻辑关系，以缩短项目周期
- b. Reducing computer network downtime for schedule risk modeling  
缩短用于项目进度风险模型分析的计算机网络维修时间
- c. Applying additional resources to all project activities  
给所有的项目工作都增加新的资源
- d. Applying additional resources to critical path activities by priority  
根据优先顺序给重要路径上的活动增加资源

68. All the following are characteristics of a dummy activity except that it-  
下面的所述的特点哪种不是虚设工作所具有的特点？ [      ]

- a. Is used only in activity-on-arrow networks      只用在箭线网络图中
- b. Has zero duration              工作时间为零
- c. Requires resources              需要资源投入
- d. Indicates a precedence relationship          表明一种优先顺序

Use the following information to answer questions 69 through 72:

在回答问题 69-72 时请运用以下信息

BCWS=\$2,200      BCWP=\$2,000      ACWP=\$2,500      BAC=\$10,000

69. According to earned value analysis, the SV and status of the project described above is-  
根据挣值分析，文中所述 SV 值和项目的状态是：[      ]

- a. -\$300, and the project is ahead of schedule-  
-\$300，项目进度超前
- b. +\$8,000, and the project is on schedule  
+\$8,000，项目进度按预定计划执行
- c. +\$200, and the project is ahead of schedule  
+\$200，项目进度超前
- d. -\$200, and the project is behind schedule  
-\$200，项目进度滞后

70. What is the CPI for this project, and what does it tell us about cost performance thus far?  
该项目的 CPI 是什么，到目前为止，它的成本情况如何？[      ]

- a. 0.02; actual costs are exactly as planned  
0.02；年成本费用与计划相符
- b. 0.80; actual costs have exceeded planned costs  
0.80；年成本费用超出计划
- c. 0.80; actual costs are less than planned costs  
0.80；年成本费用未达到计划值
- d. 1.25; actual costs have exceeded planned costs  
1.25；年成本费用已超出计划

71. The CV is-                      CV 是：[      ]

- a. +\$300      b. -\$300      c. +\$500      d. -\$500

72. What is the EAC for this project, and what does it represent?

整理：guojiayoung（项目管理者联盟/[www.mypm.net](http://www.mypm.net) 的 ID）

这项项目的 EAC 是什么？它代表什么？ [ ]

- a. \$12,500; the revised estimate for total project cost(based on performance thus far)  
\$12,500; （以目前绩效为依据）为修订后的整个项目费用估算
- b. \$10,000; the revised estimate for total project cost(based on performance thus far)  
\$10000; （以目前绩效为依据）为修订后的整个项目费用估算
- c. \$12,500; the original project budget  
\$1250; 最初项目预算
- d. \$10,000; the original project budget  
\$10000; 最初项目预算

73. The purpose of the cost change control system is to-  
成本变更控制系统是用来 [ ]

- a. Define when to add contingency funds to the project  
规定何时增加应急费用
- b. Define the procedures by which the cost baseline may be changed  
规定改变成本基线的程序
- c. Determine why a cost variance has occurred  
决定出现成本变更的原因
- d. Determine whether a budget update is required  
决定是否需要更新预算

74. Which of the following is not an example of a direct cost?  
下列哪项不是直接成本？ [ ]

- a. Salary of the project manager 项目经理的薪水
- b. Subcontractor expenses 分承包商的费用
- c. Materials used by the project 项目使用的材料费用
- d. Electricity 电费

75. If the cost variance is the same as the schedule variance, then-  
如果成本变更与进度变更相同，则—[ ]

- a. The cost variance is due to the schedule variance 成本变更因进度变更而起
- b. The variance is favorable to the project 变更将对项目有利
- c. The schedule variance can be easily corrected 项目变更易纠正
- d. Labor rates have escalated since the project began 从项目启动起，劳动效率已提高

76. The cost management plan-  
成本管理计划[ ]

- a. Describes how CVs will be managed 描述怎样管理 CV
- b. Establishes the cost baseline 确定成本基线
- c. Measures and monitors cost Performance on the Project 估算并监控项目的成本效果
- d. Establishes the performance measurement baseline 建立绩效测量基线

77. As of the fourth month on the Acme project, Cumulative planned expenditures were \$100,000. Actual expenditures totaled \$120,000. How is the Acme project doing?  
在 ACME 项目进行到第四个月的时候，累积计划支出是\$ 100, 000。实际支出已达到\$ 120,000。  
那么这个项目进展情况如何？ [ ]

- a. It is ahead of schedule. 超过工期
- b. It is in trouble because of a cost overrun. 遇到了麻烦，因为已超出了预算开支
- c. It will finish within the original budget. 将按原预算完成
- d. The information is insufficient to make an assessment. 所给信息量不足以作出判断



78. Managing overhead costs is difficult because they-  
控制企业的一般管理费用很难，因为它们[ ]
- Are handled on a project-by-project basis  
是以每一项项目为基础来处理的
  - Represent only direct labor costs  
只表明直接劳务费
  - Represent only equipment and materials needed for the project  
只代表项目所需的设备和材料
  - Are usually beyond the project manager's control  
通常超出项目经理的控制能力之外
79. The purpose of resource Planning is to-  
资源规划的目的是: [ ]
- Determine the physical resources needed to perform project activities  
确定完成项目各项活动需要投入的有形资源
  - Approximate the costs of resources needed to complete project activities  
近似估计完成项目所需的资源成本
  - Determine the resources that are potentially available  
决定有可能利用的资源
  - Assess the organizational policies concerning resources for use on the project  
估计有关项目所用的资源的组织方式
80. Which of the following is a tool for analyzing a design, determining its functions, and assessing how to provide those functions cost effectively?  
下列哪种工具能够被用来分析一个设计、决定其功能并估算如何更有效地提供职能成本? [ ]
- Pareto diagram  
帕累托图表
  - Kanban  
坎班
  - Configuration management  
配置管理
  - value engineering  
价值工程
81. Which of the following techniques for cost estimating is considered the least accurate?  
下列哪一项估算成本的技术是最不准确的? [ ]
- Analogous estimating  
模拟估算
  - Parametric modeling  
参数模型
  - Bottom-up estimating  
从下至上的估算
  - Computerized tools  
计算工具
82. The cumulative CPI has been shown to be relatively stable after what percentage of project completion?  
项目完成百分比是多少时，累积 CPI 才显示出相对稳定性? [ ]
- 5% to 10%
  - 15% to 20%
  - 25% to 35%
  - 50% to 75%
83. The purpose of cost budgeting is to-  
成本预算的目的是[ ]
- Determine the cost of the resources needed to complete project activities and allocate them to the proper chart of accounts for the organization  
确定完成项目活动所需资源的成本并把它们分配到适当的组织图表中
  - Monitor cost performance to detect variances from the plan  
监控成本状况以发现与计划的偏离
  - Allocate cost estimates to individual work items to establish a cost baseline against which project performance can be measured  
将成本预算分配到单个工作项目中来确立成本基线，并以此为依据测算项目绩效
- 整理: guojiayoung (项目管理者联盟/[www.mypm.net](http://www.mypm.net) 的 ID)

d. Expend the minimum amount of funds possible  
尽可能少地使用资金

84. Which of the following is an input to cost control?  
下列哪项是成本控制的输入？ [ ]

- |                       |         |                    |      |
|-----------------------|---------|--------------------|------|
| a. Lessons learned    | 所得经验    | b. The WBS         | WBS  |
| c. Computerized tools | 计算机化的工具 | d. Change requests | 变更请求 |

85. Cost accounts- 成本帐户—[ ]

- a. Are charge accounts for personnel time management  
是人事时间管理的经费帐户
- b. Summarize project costs at level 2 of the WBS  
在 2 级 WBS 水平上总结项目费用
- c. Identify and track management reserves  
界定并跟踪管理储备金
- d. Represent the basic level at which project performance is measured and reported  
代表测算和报告项目进展的基本水平

86. By reviewing cumulative cost curves, the project manager can monitor-  
通过检查累积成本曲线，项目经理可以监控： [ ]

- a. BCWP      b. BCWS      c. CVs      d. CPI

87. According to learning Curve theory, when many items are produced repetitively-  
根据学习曲线理论，当许多项目重复出现时—[ ]

- a. Production equipment that requires less operator training lowers unit costs  
对操作者训练要求较少的生产设备降低单位成本
- b. Unit costs decrease as production rates increase  
随着生产效率提高单位成本降低
- c. Unit costs decrease in a regular pattern as more units are produced  
随着生产产品数量的增加，产品单位成本以一定方式下降
- d. Costs of training increase as the level of automation increases  
自动化程度越高，培训成本也越高

88. Earned value should be used to estimate final project costs because it-  
挣值应该被用来衡量最终的项目成本，因为它 [ ]

- a. Tests the "Official" position of the project manager against a statistically forecasted range of final possibilities based on actual project performance  
以项目实际执行的情况为依据，用预计最后出现的多种统计数据可能性来检验项目经理的“官方”位置。
- b. Provides management with the final BAC, BCWS, and BCWP  
给管理部门提供最终的 BAC、BCWS 和 BCWP
- c. Shows specific tasks in which cost overruns are expected to occur and, thus, focuses the project manager's attention on critical tasks  
显示出一些成本可能会超支的任务，从而让项目经理把注意力放在关键的任务上
- d. Ensures that management reserve or contingency will not be needed  
保证不需要管理储备金或应急储备金

89. A resource-limited project is one in which-  
资源约束项目是指 [ ]

- a. Functional managers do not allocate the required number of resources at the time required by the project manager

- 职能经理不是在项目经理要求的时间内分配所需的资源数量
- b. The project must be finished as soon as possible but without exceeding a specific level of resource usage  
该项目必须尽快完成，但所用的资源不能超过某一具体范围
- c. The project must be finished by a certain time using as few resources as possible  
在一定时间之内完成并尽量少使用资源的项目
- d. The resources assigned to the Project are limited in their ability to perform  
资源配置有限，不足以完成项目
90. Rebaselining may be an output of cost control when-  
在何种情况下，再次确定基线可能是成本控制的结果[ ]
- a. CVs are severe, and a realistic measure of performance is needed  
CV 值很严重，而且要对绩效进行非常现实的评估
- b. Revised cost estimates are prepared and distributed to stakeholders  
已经修改好了成本评估，并分发到项目干系人手里
- c. Corrective action must be taken to bring expected future Performance in line with the project plan  
必须采取措施使未来的绩效和项目计划保持一致
- d. EAC shows that additional funds are needed to complete the project even if a scope change is not needed EAC  
显示即使不需要范围变更，也需要更多的资金来完成项目
91. Opportunity cost is defined as the cost of-  
机会成本的定义为\_\_\_\_\_的成本。[ ]
- a. "Going after" an opportunity and bringing it to fruition  
追求机会使之产生利润
- b. Preparing proposals in response to a buyer's project requirements  
为客户的项目需求提供建议
- c. Performing all marketing and business development activities  
执行所有的市场和商业开发行为
- d. Forgoing one opportunity for another  
放弃一个机会去追求另一个机会
92. Which of the following is the primary objective of establishing a quality assurance process  
下列哪一项是建立质量保证流程的主要目的？[ ]
- a. Completed checklists 完成审核表
- b. Process adjustments 实现流程调整
- c. Quality improvement 质量改进
- d. The quality management plan 质量管理计划
93. Traditional thinking (before Crosby, Juran, Deming, and others) on quality performance standards held that error is-  
(在 Crosby, Juran, Deming 和其他一些人之前)对于质量执行标准的传统看法认为：[ ]
- a. Beneficial because we all learn from our mistakes  
错误有益，因为可以从错误中学到经验
- b. Inevitable  
错误难以避免
- c. Unlikely if a sufficient number of inspectors is used in the process  
只要质量控制流程中运用了足够的质检人员，错误就不会发生
- d. More costly than the sophisticated design work required preventing it  
为防止错误发生而进行复杂的防范设计是值得的
94. Kaoru Ishikawa led the Japanese Union of Scientists and Engineers in its efforts to introduce methods for quality control. In simplifying techniques so workers could understand and apply

them, he concentrated on seven tools. Which item is not one of the seven tools he made popular?  
石川领导日本科学和工程联盟努力引入质量控制方法。为了简化技术使工人能方便地理解和运用，他集中采用了七种工具。以下哪一项不是这七种工具之一： [ ]

- a. Pareto chart 帕累托图表
- b. Cause-and-effect diagram 原因—结果表（因果图）
- c. Control chart 控制图
- d. PERT chart PERT 图表

95. All the following are root--cause analysis techniques used in quality management except-  
以下都属于在质量管理中应用的根本原因分析技术，除了： [ ]

- a. Fishbone diagrams 鱼刺图表
- b. Ishikawa diagrams 石川图表
- c. System or process flowcharts 系统或流程图
- d. Checklists 项目核对表

96. Which of the following statements best describes attribute sampling versus variable sampling?  
以下哪项陈述最好地说明了属性取样和变量取样的区别： [ ]

- a. Attribute sampling is concerned with prevention, whereas variable sampling is concerned with inspection.  
前者关注预防，后者关注检查
- b. Attribute sampling is concerned with conformance, whereas variable sampling is concerned with the degree of conformance.  
前者关注是否与标准一致，后者关注与标准一致的程度
- c. Attribute sampling is concerned with special causes, whereas variable sampling is concerned with any causes.  
前者关注某些特殊因素，后者关注所有因素
- d. Both are the same concept. 两者是同一概念

97. Control charts are used to-  
控制图被用来 [ ]

- a. Show statistical relationships between historical data and other variables  
表明历史数据和其他变量之间的统计关系
- b. Determine who is responsible for significant errors  
确定重大错误的责任人
- c. Show defects generated by category of identified cause  
表明由于已识别的原因所造成的缺陷
- d. Monitor project management processes such as cost or schedule variances  
监控项目管理过程，如成本或计划变化等事项

98. When a process is considered to be in control, it-  
当一个流程被认为在控制之中时，它： [ ]

- a. Should not be adjusted  
不应进行调整
- b. May not be changed to provide improvements  
不应被改变来达到改进的目的
- c. Shows differences caused by expected events or normal causes  
显示了由可预见或正常原因引起的差异
- d. Should not be inspected or reworked for any reason  
不应由于任何原因实施检查或返工

99. Project quality management was once thought to include only inspection or quality control. In recent years, the concept of project quality management has broadened. Which statement is not  
整理：guojiayoung（项目管理者联盟/[www.mvpm.net](http://www.mvpm.net) 的 ID）

representative of the new definition of quality management?

项目质量管理曾被认为只包括检查或质量控制。近年来项目质量管理的概念在扩大。以下哪一项不代表对质量管理的新定义： [ ]

- a. Quality is designed into the product or service, not inspected into it.  
质量是在产品或服务的设计中实现的，而不是由质检实现的
- b. Quality is the concern of the quality assurance staff.  
质量是质量保证人员的事务
- c. Customers require a documented and, in some cases, registered quality assurance system.  
客户要求一种书面的、有时是注册方式的质量保证体系
- d. National and international standards and guidelines for quality assurance systems are available.  
可以找到国家的和国际的质量保证体系标准和指导原则

100. The project team should have a working knowledge of statistical process control to help conduct quality control activities. Of all the topics involved, which of the following is the most important for the team to understand?

项目小组应对统计流程控制知识有一定的了解，以帮助进行质量控制。以下哪一项是对于项目小组成员最重要的： [ ]

- a. Sampling and probability  
取样和概率
- b. Attribute sampling and variable sampling  
属性取样和变量取样
- c. Tolerances and control limits  
公差和控制限度
- d. Special causes and random causes  
特别原因和随机原因

101. Trend analysis is used to monitor----

趋势分析被用来监控[ ]

- a. Causes of error  
错误原因
- b. The quality management plan  
质量管理计划
- c. Customer satisfaction  
客户满意度
- d. Technical, cost, and schedule performance  
技术、成本和进度执行情况

102. Which of the following is an output of quality control

以下哪项是质量控制输出[ ]

- a. Statistical sampling  
统计取样
- b. The quality management plan  
质量管理计划
- c. Work results  
工作结果
- d. Process adjustments  
流程调整

103. Work results, an input to quality control, include-

作为质量控制的输入项，工作结果包括： [ ]

- a. Process results  
流程结果
- b. Product results  
产品结果
- c. Process and product results  
流程和产品结果
- d. Operational process redesign  
操作流程的重新设计

104. The Purpose of flowcharting is to-

流程图表的作用是:[ ]

- a. Help analyze how Problems occur  
帮助分析问题如何出现
- b. Show dependencies between tasks  
说明各任务之间的相互关系

c. Show the results of a process

说明流程的完成结果

d. Forecast future outcomes

预计未来的产出

105. Six sigma refers to the aim of setting tolerance limits at 6 standard deviations from the mean, whereas the normally expected deviation of a process is—

六个  $\Sigma$  指的是为平均值的六个标准偏离值设定的公差限度，但是通常可预计的一个流程的偏差是：[ ]

a. 1 standard deviation

一个标准偏差

b. 2 standard deviations

二个标准偏差

c. 3 standard deviations

三个标准偏差

d. Undeterminable because of the unique nature of every process

由于各流程的特殊性而无法确定

106. Inspections may also be called-

检查也可以被称为[ ]

a. Control tests

控制测试

b. Walk-throughs

巡查

c. Statistical sampling

统计取样

d. Checklists

审

核列表

107. Quality assurance consists of the-

质量保证包括[ a ]

a. Activities in the quality system designed to provide confidence that the project will satisfy relevant quality standards

质量体系中那些旨在确保项目符合相关质量标准的活动

b. Actions taken to increase the effectiveness and efficiency of the project to provide added benefits to the Project stakeholders

为提高项目的效率和效益从而增加项目干系人收益的工作

c. Identification of the quality standards that are relevant to the project and determination of ways to satisfy them

确定与项目有关的质量标准，确定满足标准要求的途径

d. Processes needed to ensure that the project will satisfy the needs for which it was undertaken

为确保项目达到其需要满足的要求而进行的流程

108. The “rule of seven” as applied to statistical process control charts means that-

应用在流程控制统计表中的“七规则”指的是[ ]

a. Seven rejects typically occur per thousand inspections

每一千个检测点会产生 7 个不符点

b. Seven consecutive points are ascending, descending, or the same

7 个问题点可向上、向下或重叠分布

c. At least seven inspectors should be in place for every thousand employees

每一千个员工就应有 7 个质检员

d. A process is not out of control even though seven measurements fall outside the lower and upper control limits

尽管 7 个检测点都落在上、下界线控制处，但过程仍在控制中

109. To effectively use statistical quality Control, the project team should know the differences between-

为了有效利用统计质量控制，项目小组应明确以下两者的区别：[ ]

a. Prevention and quality control

预防和质量控制

b. Special causes and random causes

特别原因和随机原因



c. Attribute sampling and statistical sampling

属性取样和统计取样

d. Control limits and operational definitions

控制限度和操作定义

110. Kaizen is an approach to continuous improvement that emphasizes-

Kaizen 是一种旨在不断提高改善质量的方法，它[ ]

a. Customer satisfaction over cost

强调客户满意度胜于成本

b. Major advances

强调重大的改进

c. Incremental improvement

强调递增式改进

d. Use of quality circles

强调运用质量闭环

111. A Pareto diagram is used to-

帕累托图表被用来[ ]

a. Show how many results were generated, by type or category of identified cause

按照已确定的发生原因的种类显示产生结果的数量

b. Forecast future outcomes based on historical results

在以往统计结果的基础上预计未来的结果

c. Show which variables have the most influence on the overall outcome.

说明对整体结果影响最大的变量

d. Show how various causes and subcauses combine to create potential problems or effects

说明各种原因如何结合起来导致潜在的问题或结果

112. Statistical sampling is a method to determine the conformance to requirements for some element or product of a project. Its greatest advantage is that it-

统计取样是用来确定项目某个要素或产品是否符合要求的一种方法。它的最大优点在于：[ ]

a. Does not require a large expenditure of resources

投入不大

b. Is accurate enough with a sampling of less than 1 %

取样不超过 1 %即可取得足够准确的结果

c. Does not require 100% inspection of the elements to achieve a satisfactory inference of the population

不需 100 % 的检查即可得到满意的结论

d. Needs to be conducted only when a problem is discovered with the end product or when the customer has some rejects

只在最终产品发生问题或客户退货时才有必要进行

113. The quality management plan describes all the following except the-

质量管理计划说明以下各项，除了[ ]

a. Method for implementing the quality policy

执行质量政策的方法

b. Project quality system

项目的质量体系

c. Organizational structure, responsibilities, procedures, processes, and resources needed to implement project quality management

组织机构，职责，程序，流程，和进行项目质量管理所必需的资源

d. Procedures used to conduct trade-off analyses among cost, schedule, and quality

对成本、进度和质量进行权衡分析所依据的程序

114. In which form of project organization would the project manager be likely to exercise the most control over project resources?  
在以下哪种项目组织中项目经理将可能对项目资源进行最严格的控制[ ]
- a. Strong matrix                      强矩阵型                      b. Projectized                      项目化型  
c. Project coordinator              项目协调者                      d. Weak matrix                      弱矩阵型
115. Project A is being administered using a matrix form of organization. The project manager reports to a senior vice president who provides visible support to the project. In this scenario, which of the following statements best describes the relative power of the project manager?  
项目 A 按矩阵组织形式进行管理，该项目经理向高级副总裁汇报工作，后者为项目提供直接的支持。在这种情况下，以下哪一种描述最好地说明了项目经理的相对权力：[ ]
- a. The project manager will probably not be challenged by project stakeholders.  
项目经理很可能不会被项目干系人质疑  
b. In this strong matrix, the balance of power is shifted to the functional line managers.  
在强矩阵型结构中，权力向职能经理倾斜  
c. In this tight matrix, the balance of power is shifted to the project manager.  
在弱矩阵型结构中，权力向项目经理倾斜  
d. In this strong matrix, the balance of power is shifted to the project manager.  
在强矩阵型结构中，权力向项目经理倾斜
116. Adjusting the timing of tasks so that resources are not over committed is called—  
调整任务的时间安排以使得资源不被过分使用，这被称为：[ ]
- a. Resource leveling                      资源平衡使用  
b. Pair wise trade—off                      双双权衡  
c. The Multiattribute Utility Theory                      多属性效用理论  
d. Resource infringement                      资源浪费
117. Which of the following factors contributes the most to team communication?  
以下哪一个因素对于项目团队成员之间的沟通意义最为重大：[ ]
- a. External feedback  
来自于外部的意见反馈  
b. Performance appraisals  
执行情况评估  
c. Smoothing over of team conflicts by the project manager  
项目理解决项目小组成员之间的矛盾与冲突  
d. Collocation  
集中办公
118. Major difficulties arise when multiple projects need to be managed in the functional organizational structure because of—  
当组织的功能结构需要用来支持多个项目时，主要困难将会出现，这是由于：[ ]
- a. The level of authority of the project manager  
项目经理的权限造成  
b. Conflicts over the relative priorities of different projects in competition for limited resources  
不同的项目优先顺序发生矛盾，从而对有限的资源进行竞争  
c. Project team members who are focused on their functional specialty rather than on the project  
项目组成员对他们的专长的关注超过了对项目本身的关注  
d. The need for the project manager to use interpersonal skills to resolve conflicts informally  
项目经理需要运用人际技巧来非正式地解决成员之间的冲突
119. The primary result of effective team development is—  
有效的团队建设导致的主要结果是：[ ]

- a. Improved project performance  
项目执行情况得到改善
- b. An effective, smoothly running team  
一个高效率。运作正常的团队
- c. An understanding by project team members that the project manager is ultimately responsible for project performances  
团队成员充分理解项目经理对项目的执行负最终责任
- d. Enhancement of the ability of stakeholders to contribute as individuals and team members  
项目干系人作为个人和项目组成员发生的作用得以加强

120. The three types of power available to the project manager based solely on his or her position in the organization include—  
项目经理仅仅依据其在组织中的地位和职能所具有的三种权力是： [ ]

- a. Formal, reward, and penalty  
正式的职位权力，奖励的权力，惩处的权力
- b. Reward, referent, and formal  
奖励的权力，裁判的权力，正式的职位权力
- c. Expert, referent, and formal  
作为专家的权威，裁判的权力，和正式的职位权力
- d. reward, expert, and referent  
奖励的权力，作为专家的权威，裁判的权力

121. An input to team development is—  
项目团队建设的必备因素是： [ ]

- a. General management skill  
全面管理的技巧
- b. The project plan  
项目规划
- c. The schedule, so that each team member can be assigned responsibility for specific work packages  
确定进度表，使团队成员明确特定的工作任务及职责
- d. The reward and recognition system  
鼓励机制和工作业绩认可制度

122. In both the weak and strong matrix organizational structures, the primary condition leading to conflict is—  
在强和弱矩阵组织结构中，导致冲突的主要情况是： [ ]

- |   |         |                                    |
|---|---------|------------------------------------|
| a. Communication barriers<br>相互冲突的利益        | 沟 通 障 碍 | b. Conflicting interests<br>需要统一意见 |
| c. Need for consensus jurisdictions<br>管辖模糊 |         | d. Ambiguous                       |

123. Output per person per hour of input describes—  
每人每小时的投入和产出比说明的是： [ ]

- |                               |                               |
|-------------------------------|-------------------------------|
| a. Economies of scale<br>规模经济 | b. Say's law<br>Say 规则        |
| c. Productivity<br>生产率        | d. The learning curve<br>学习曲线 |

124. The method most often used by project managers to solve conflict is—  
最常被项目经理用来解决冲突的方法是： [ ]

- |                        |    |
|------------------------|----|
| a. Compromise<br>妥协的方式 | b. |
| Confrontation<br>对话    |    |
| c. Smoothing<br>消除冲突   | d. |

Negotiation

谈判

125. All the following have been found to be major barriers to building effective project teams except—

以下哪一项不被认为是建设有效项目团队的主要障碍： [ ]

- a. Differing priorities, interests, and judgments of team members  
团队成员有不同的优先考虑事项、兴趣、判断
- b. Role conflicts  
职责冲突
- c. Lack of team member commitment  
团队成员缺乏对工作的投入
- d. Amount of physical office space allotted to each team member  
分配给每位团队成员的办公空间

126. The major difference between the project coordinator and project expeditor forms of organization is that—

组织采用项目协调员和项目特派员形式的主要区别在于： [ ]

- a. Strong commitment to the project usually does not exist in the project expeditor form of organization  
在项目特派员形式中，通常不存在对项目强烈的投入感
- b. The project coordinator cannot personally make or enforce decisions  
项目协调员个人不能作出或执行决策
- c. The project expeditor acts only as an intermediary between management and the project team  
项目特派员仅仅充当管理层与项目小组之间的中间人
- d. The project coordinator reports to a higher level manager in the organization  
项目协调员向组织内更高级别的经理汇报工作

127. Rules of behavior or conduct can be helpful in furthering a project team's development. However, for these rules to be effective—

行为规范对项目团队的进一步建设很有帮助。然而为了使这些规范发生效力： [ ]

- a. Team members must be collocated  
团队成员必须工作在同一地点
- b. The rules must be enforced  
这些规范必须执行
- c. Team members should be trained in team development  
团队成员必须接受团队建设方面的训练
- d. An outside facilitator should monitor the team's progress  
来自外部的协助人员监控团队的工作进度

128. A project's reward and recognition system should—

项目的奖励机制和业绩认可制度应该： [ ]

- a. include training as one of its elements  
包括对人员的培训
- b. Discourage undesired behavior and encourage desired behavior  
鼓励可取的行为，反对不当行为
- c. Be the same as that of the performing organization  
与执行机构的奖励机制和认可制度一样
- d. Make the link between performance and reward clear, explicit, and achievable  
使业绩和奖励之间的关系明确并可操作

129. The terms strong matrix and weak matrix when applied to the matrix structure in project organization refer to the—

两个术语——强矩阵和弱矩阵用于描述项目组织的矩阵结构时，指的是： [ ]

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- a. Ability of the organization to achieve its goals  
组织实现其目标的能力
  - b. Physical proximity of project team members to one another and to the project manager  
项目团队成员彼此之间以及与项目经理之间的有形距离
  - c. Degree of authority the project manager has over team resources  
项目经理对项目团队资源的控制权力的大小
  - d. Degree to which, team members bond together?  
团队成员之间的关系紧密程度
130. Team development is based on the--  
团队建设的基础是： [     ]
- a. Organizational structure of the project  
项目的组织结构
  - b. Training provided to the project team  
对项目团队进行的培训
  - c. Individual development of each team member  
各个团队成员的个人发展
  - d. Project's organizational climate of cooperation, open communication, and trust  
项目的整体合作气氛以及开放的交流和信任
131. When choosing the most appropriate form of project organization, the first step is to—  
在选择最佳的项目组织形式时，第一步是： [     ]
- a. Create the WBS and let it determine the project organizational structure  
建立 WBS，并由它决定项目的组织结构
  - b. Produce an initial project plan and determine the functional areas responsible for each task  
制定初期项目计划，确定每项任务的职能领域
  - c. Refer to the project charter developed by top management  
参考由最高管理层制定的项目章程
  - d. Develop a project schedule, including a top-down flowchart, and identify the functional areas to perform each task  
制定项目进度表，包括流程图，并确定负责单项任务的职能单位
132. All the following are objectives of the kickoff meeting except——  
以下选项中哪项不是开工会议的目标： [     ]
- a. Establishing working relationships and lines of communication  
建立工作关系和沟通渠道
  - b. Reviewing project plans  
审查项目计划
  - c. Establishing individual and group responsibilities and accountabilities  
确立个人和团队的责任
  - d. Discussing specific legal issues regarding the contract 讨论有关合同的具体法律问题
133. One purpose of the communication management plan is to provide information of the —  
沟通管理计划的目的之一是提供以下哪方面的信息： [     ]
- a. Methods that will be used to gather and store information  
用来收集和储存信息的方法
  - b. Methods that will be used for releasing team members from the project when they are no longer needed  
遣散项目不再需要的团队成员的方法
  - c. E-mail and videoconferencing technology to be used on the project  
用于项目的电子邮件和可视会议技术
  - d. Experience and skill levels of each team member  
每位项目成员的经历和技能

134. All the following are barriers to communication except——  
以下选项中，哪项不是项目沟通的阻碍：[ ]

- a. Detrimental attitudes associated with low compensation  
由于低报酬产生的敌对态度
- b. Difficulties with technical language  
由技术语言导致的困难
- c. Liquidated damages provisions in fixed-price contracts  
固定总价合同中的确定损失额
- d. Lack of clear communication channels  
缺乏清晰的沟通渠道

135. During the project closeout phase, most conflict arises from——  
在项目的收尾阶段，最多的矛盾来自于以下哪方面：[ ]

- |                             |      |                               |    |
|-----------------------------|------|-------------------------------|----|
| a. Schedule problems<br>用超支 | 进度问题 | b. Cost overruns<br>费用超支      | 费  |
| c. Technical problems<br>界面 | 技术问题 | d. Working interfaces<br>工作界面 | 工作 |

136. The 50-50 rule of progress reporting is used to——  
进度报告 50-50 规则用于[ ]

- a. Calculate the exact BCWP  
计算精确的（BCWP）值
- b. Provide a good statistical approximation of BCWP  
提供 BCWP（已完成工作预算成本）的良好统计概算
- c. Determine schedule variance  
确定进度偏差
- d. Determine schedule variance in monetary terms  
以货币单位确定进度偏差

137. Which of the following qualifications is the most important for a project manager?  
以下哪项是项目经理最重要的素质？[ ]

- a. Supervisory experience      监管经验
- b. Negotiation skill              谈判技巧
- c. education in a technical field      技术教育背景
- d. Ability to work well with others      与人协作的能力

138. Of the five tools and techniques for performance reporting, which one integrates cost and schedule information as a key element of its approach?  
在汇报执行情况时将采用的 5 种工具和技术中，哪一种以综合成本和进度信息为主要组成部分？[ ]

- |                          |        |
|--------------------------|--------|
| a. Performance reviews   | 执行情况审查 |
| b. Variance analysis     | 偏差分析   |
| c. Trend analysis        | 趋势分析   |
| d. Earned value analysis | 净值分析   |

139. The three project situations that require the most negotiation skills are——  
下列哪三种项目最需要谈判技巧：[ ]

- a. Working with functional managers to ensure that resources are available to support the project, providing performance appraisals to project team members, and developing the WBS  
与职能经理共同工作以获得支持项目的资源向项目组成员提供项目执行的评价开发工作分解结构（WBS）



- b. Developing the WBS, determining the master schedule, and managing project changes  
开发工作分解结构（WBS），确定主进度计划，管理项目变更
- c. Using subcontractors, developing the project scope statement, and managing changes after the project is under way  
使用分包商，制定项目范围说明，在项目进行后管理变更
- d. Securing upper management support for the project, working with functional managers. And building the project teams  
确保高层管理对项目的支持，与职能经理合作，建立项目团队

140. Paraphrasing can be achieved by——  
怎样能获得释义？[ ]

- a. Use of a different communication medium  
使用不同的沟通媒介
- b. Restatement in different terms  
用其他术语重新表达
- c. Repetition of exactly what was said  
复述原话
- d. Asking the sender to resend the message but using different terms  
让发信息的人使用不同的术语重新发送信息

141. The performance measurement baseline is the——  
绩效测量的基线是：[ ]

- |         |           |
|---------|-----------|
| a. BCWS | 计划工作预算成本  |
| b. BCWP | 已完成工作预算成本 |
| c. ACWP | 已完成工作实际成本 |
| d. ACWS | 计划工作实际成本  |

142. Which of the following tools or techniques are used in the information distribution process?  
以下哪些工具和技术被用于信息发送过程？[ ]

- a. Communication management plan, project plan, and information distribution system  
沟通管理计划，项目计划和信息发送系统
- b. Information distribution system, information retrieval system, and performance reports  
信息发送系统，信息查询系统和执行情况报告
- c. Communication skills, information retrieval system, and information distribution system  
沟通技能，信息查询系统和信息发送系统
- d. Communication skills, work results, and status reports  
沟通技能，工作结果和状况报告

143. The presence of communication barriers is most likely to lead to——  
沟通障碍通常导致：[ ]

- |                         |        |
|-------------------------|--------|
| a. Reduced productivity | 生产率降低  |
| b. Increased hostility  | 敌对情绪增加 |
| c. Low morale           | 士气低落   |
| d. Increased conflict   | 矛盾增加   |

144. The most common communication problem that occurs during negotiation is that——  
在谈判中最常出现的沟通问题是：[ ]

- a. Each side may misinterpret what the other side has said  
谈判的一方误解另一方的表述
- b. Each side may give up on the other side  
谈判的一方放弃谈判
- c. One side may try to confuse the other side

- 谈判的一方企图使另一方迷惑
- d. One side may be too busy thinking about what to say next to hear what is being said  
谈判的一方忙于思考接着该说什么，结果没有在听另一方的陈述
145. The SPI, Which is used to forecast project completion date ,is calculated by using which formula?  
进度执行情况指数（SPL）被用于预报项目的完工日期，是以哪个公式计算的？ [ ]
- a. BCWP/ACWP      b. BCWS/BCWP      c. ACWS/BCWS      d. BCWP/BCWS
146. In dealing with the customer, the project manager should——  
在与顾客打交道时，项目经理应该： [ ]
- a. Be honest to the extent that the project organization is protected from litigation  
在确保项目组织免于法律纠纷的程度内保持诚实
- b. Strive to develop a friendly, honest, and open relationship  
尽力发展友好的、诚实的、开放的关系
- c. Try to maximize profits by encouraging scope creep  
鼓励扩大项目范围，以使利润最大化
- d. Do whatever it takes to satisfy the customer and win additional business  
做任何能使顾客满意的事以争取更多的业务
147. The process of conferring with others to come to terms or reach an agreement is called——  
与其他人商谈以达到一致的过程称为： [ ]
- a. Win-Win      双赢      b. Negotiation      谈判  
c. Getting to yes      获得赞同      d. Confrontation      对抗
148. All the following are examples of informal written communication except——  
以下哪项不是非正式的书面沟通方式： [ ]
- a. Engineers' notes      工程师的便条  
b. E-mail messages      电子邮件  
c. The management plan      管理计划  
d. Memos to team members      给团队成员的备忘录
149. Administrative closure should not be delayed until project completion, because——  
管理收尾不应该拖至项目结束后，这些因为： [ ]
- a. Useful information may be lost  
可能会丢失有用的信息
- b. The project manager may be reassigned by that time  
项目经理可能会被分配新的任务
- c. Project team members may be reassigned by that time  
项目队伍成员可能会被分配新的任务
- d. Suppliers are anxious for payments.  
供应商急于获得付款
150. Performance reports are used to provide information to stakeholders on project scope, schedule, cost, and quality. Which statement most accurately describes this process?  
执行情况报告被用于向项目干系人提供关于项目范围、进度、成本、质量的信息，以下哪项最准确地描述了这一过程？ [ ]
- a. The configuration control board receives performance reports and generates change requests to modify aspects of the project.  
结构控制委员会在收到执行情况报告后，产生变更需求以调整项目

b. Performance reporting focuses on examining earned value analysis to determine whether cost overruns will require budget revisions.

绩效报告侧重于净值分析，以决定费用是否超支，是否需要调整预算

c. Performance reporting includes status reports, which detail where the project is now; progress reports, which describe accomplishments; and forecasts, which predict future status and progress.

绩效报告包括状态报告（描述项目的当前状态）、进展报告（描述取得的成就）、预测（预测未来的状态和进展）

d. Performance reporting includes histograms, flow charts, and bar charts to show network dependencies and relationships.

绩效报告包括直方图、流程图、横道图，用来显示网络结构间的依存关系和相互联系

151. Which of the following is true regarding communication within a project environment?

关于项目环境内的沟通，以下哪一项是正确的？ [ ]

a. The project manager must assume the primary burden of responsibility to ensure that messages sent have been received.

项目经理对信息的发送和接收承担主要责任，以确保发出的信息被对方接受

b. Effective meetings, a war room, and a tight matrix promote effective communication.

有效率的会议、“火药库”和强矩阵能促进有效的沟通

c. If a project consists of 12 people, 48 potential channels of communication exist.

如果一个项目中有 12 个人，则有 48 条潜在的沟通渠道存在

d. Most project managers spend 30 percent of their working hours engaged in communication.

大多数的项目经理将他们工作时间的 30% 用于沟通

152. Project archives are——

项目文档是： [ ]

a. Documentation of the product of the project

项目产品的文档记录

b. Lessons learned on the project

关于项目的经验教训

c. A complete set of indexed project records

一整套有索引的项目记录

d. Maintained only on an organization's most significant and complex projects

仅保留组织中非常重大和复杂的项目

153. In person-to-person communication, messages are sent on verbal levels and nonverbal levels simultaneously. As a general rule, what percentage of the message actually is sent through nonverbal cues?

在面对面的交流中，信息同时以语言和非语言方式传送。一般来说，多少比例的信息是以非语言方式传送的？ [ ]

a. 5%-15%

b. 20%-30%

c. 40%-50%

d. Greater than 50% 大于 50%

154. A Project manager has the option of proposing one of three systems to a client: a full-feature system that not only satisfies the minimum requirements but also offers numerous special functions(the “Mercedes”);a system that meets the client’s minimum requirements(the Hugo”);and a system that satisfies the minimum requirements plus has a few extra features(The “Toyota”).The on –time records and associated profits and losses are depicted on the decision tree below. What is the expected monetary value of the “Toyota” system?

一个项目经理有三个选择可向客户推荐：一个既能满足低要求又能提供多种特殊功能的完全系统（Mercedes）；一个仅满足最低需求的系统（Hugo）；一个能满足最低需求和小部分额外需求的系统（Toyota）。现场记录和相应的利润损失如下，那么 Toyota（丰田）系统的预期货币价值是多少？ [ ]

- 第 30 页 共 39 页

- a. Planned Procedures for completing Project activities  
完成项目活动的计划程序
  - b. Explicit attention to technical risk, not just to schedule or cost risk with consideration of technical risk implied  
明确注意技术风险，而不仅仅考虑技术风险或考虑隐含技术风险带来的费用风险
  - c. Critical path analysis  
关键路径分析
  - d. Reassessment to detect changes in risk during a system's development  
在系统的开发过程中重新评估，以发现风险的变化
161. Range estimating identifies all the following except——  
范围估计时不用考虑以下哪项： [     ]
- a. Mathematical probability that a cost overrun will occur  
费用超支发生的可能性
  - b. risks and opportunities ranked in order of bottom-line importance  
处于底线重要性的风险和机会
  - c. The contingency required for a given level of confidence  
在一定置信区间的应急事项
  - d. The specific risk event impacting the estimate  
影响估计的特殊风险事情
162. Each of the following statements about risk avoidance is true except that it——  
以下哪一条关于规避风险的陈述是不正确的？ [     ]
- a. Focuses on eliminating the elements that are creating the risk  
侧重于消除导致风险的因素
  - b. Includes making the decision not to bid on a project in which the risk exposure is believed to be too high  
风险规避包括作出决定，不要投标风险太高的项目
  - c. Accepts the consequences of the risk event should it occur  
在风险事件发生时，接受它的结果
  - d. Includes leaving the risk with the customer when the customer is in the best position to mitigate the risk  
当顾客处在降低风险最好状态时，就把风险留给顾客
163. The WBS is a key input to the risk identification process because it——  
工作分解结构 WBS 是风险识别过程中的一个主要的输入，这是因为它： [     ]
- a. Identifies all the work that must be done and, therefore, helps identify potential sources of risk  
确认所有要做的工作，从而帮助识别潜在风险来源
  - b. Identifies all the work that must be done and, therefore, includes all the risks on the project  
确认所有要做的工作，从而包括了项目的所有风险
  - c. Helps organize all the work that must be done on the project  
帮助组织项目内所有必须做的工作
  - d. Identifies work packages, which enables specific responsibility to be assigned  
确认工作包，便于分配责任
164. To be effective, the risk management process should——  
为了提高效率，风险管理过程应该： [     ]
- a. Be applied primarily during the concept and closeout phases and to  
主要应用于初始概念阶段和收尾阶段，在实施阶段和计划阶段酌情实施
  - b. Be applied throughout the project and at all levels of system decomposition and project organization  
贯彻于项目的整个过程、系统分解的所有层次和项目组织的所有层次
  - c. Include assembly of certain stakeholders to identify risks and develop mitigation strategies  
包括聚集一部分项目干系人来识别风险并开发风险弱化策略

- d. Focus on those risks that senior management finds most critical  
侧重于那些高级管理层认为最为关键的风险
165. Management reserve is used for——  
管理储备是用于[ ]
- a. Risks that are identified at the outset of the project  
项目开始时被识别的风险
  - b. risks that are not identified at the outset of the project but are known before they occur  
项目开始时未被识别，但在发生前被识别的风险
  - c. Risks that cannot be known before they occur because they are external risks  
在发生前不可能知道的外部风险
  - d. Any risks that cannot be known before they occur  
任何在发生前不可能知道的风险
166. If a business venture has a 60% chance to earn \$2 million and a 20% chance to lose \$ 1.5 million, what is the expected monetary value of the venture?  
如果一个企业获得 2 百万元收益的可能性是 60%，遭受 1.5 百万 损失的可能性是 20%，那么该企业 的预期价值是多少？[ ]
- a. (\$50.000)      b. \$300.000      c. \$500.000      d. \$900.000
167. Categories of risk response are——  
风险应对措施的种类有哪些？[ ]
- a. Technical, marketing, financial, and human  
技术的、市场的、财务的、人力的
  - b. Identification, quantification, response development, and response control  
识别、量化、应对措施开发，应对措施控制
  - c. Avoidance, mitigation, and acceptance  
避免、减轻、接受
  - d. Avoidance, retention, control, and deflection  
避免、保留、控制、偏离
168. Additional risk response development is needed when the——  
在下列哪种情况下，需要开发附加的风险应对措施？[ ]
- a. WBS is changed  
工作分解结构（WBS）发生变更
  - b. Cost baseline is changed  
成本基线发生变更
  - c. Risk event was unexpected or the effect is greater than anticipated  
风险事件未被预计到或者其影响此预计的要大
  - d. Project plan is updated  
项目计划被更新
169. The primary advantage of using decision-tree analysis in project risk management is that it——  
在项目风险管理中使用决策树分析法的主要优势在于：[ ]
- a. Considers the attitude of the decision maker toward risk  
考虑决策者对于风险的态度
  - b. Forces consideration of the probability of each outcome  
迫使考虑每一种结果的发生概率
  - c. Helps identify and postulate risk scenarios for the project  
帮助识别和假定项目的风险事件
  - d. Shows how risks can occur in combination  
显示几种风险如何共同发生



170. A risk trigger is——  
风险触发器是： [     ]
- a. A symptom of a risk  
风险的一种征兆
  - b. A planned risk response to be acted upon should an identified risk occur  
在已被识别的风险发生时，所计划采取的风险应对措施
  - c. An input of the risk identification process  
风险识别过程的输入
  - d. The root cause of the risk event  
风险事件的根本原因
171. Risk mitigation involves——  
风险弱化包括： [     ]
- a. Using performance and payment bonds  
使用绩效和支付债券
  - b. Eliminating a specific threat by eliminating the cause  
通过消除其发生的原因，消除某一特定的威胁
  - c. Avoiding the schedule risk inherent in the project  
避免项目内在的进度风险
  - d. Reducing the expected monetary value of a risk event by reducing the probability of occurrence  
通过降低发生的概率来降低风险事件的预期货币值
172. On a typical project, when are risks highest and impacts (amount at stake) lowest?  
对于一个典型的项目，什么时候风险最大，而影响（所涉及的数目）最小？ [     ]
- a. During the concept phase                      概念阶段
  - b. At or near completion of the project                      处于或接近项目的完成阶段
  - c. During the implementation phase                      实施阶段
  - d. When the project manager is replaced                      当项目经理被替换时
173. The highest risk impact generally occurs during which of the following project life-cycle phases?  
最大的风险影响通常出现于项目生命周期的哪些阶段？ [     ]
- a. Concept and planning                      概念和规划
  - b. Planning and implementation                      规划和实施
  - c. Implementation and closeout                      实施和收尾
  - d. Concept and closeout                      概念和收尾
174. Of the four types of risk inherent in project management, which one will have the most lasting effect from the customer's perspective if not managed well?  
在项目管理内部的四种风险中，下列哪一项如果管理不善，对顾客而言会产生最持续的影响？ [     ]
- a. Scope risk                      范围风险                      b. Schedule risk                      进度风险
  - c. Cost risk                      费用风险                      d. Quality risk                      质量风险
175. The most important aspects of a risk from a project management point of view are its——  
从项目管理的角度而言，下列哪项是风险最重要的方面？ [     ]
- a. Causes                      原因                      b. Effects                      影响
  - c. Costs                      费用                      d. Exposure value                      风险暴露值
176. What is the PRIMARY source of conflict in project execution and closing?

在项目执行和收尾过程中主要矛盾来自是什么？ [ ]

- A. Schedules 进度计划
- B. Technical issues 技术总是
- C. Personalities 个性
- D. Costs 成本

177. At project close-out, complete documentation for the project provides all of the following EXCEPT:

在项目完工时，完整的项目文件提供以下各项，除了： [ ]

- A. A training resource for new project managers  
新项目经理的培训资源
- B. A reassignment plan for the project team members  
项目班子成员的重新安排计划
- C. An historic record for estimating costs for future projects, activities, and tasks  
为将来的项目、活动和任务估算成本的历史记录
- D. A project sponsor acceptance  
项目赞助人认可

178. The customer wants to know how product quality will be assured on his/her project. You should refer him/her to the:

顾客想知道其项目的产品质量如何保障。您应向他/她谈及： [ ]

- A. Quality policy 质量政策
- B. Quality management plan 质量管理计划
- C. Product standards and regulations 产品标准和规程
- D. Quality control measurements 质量控制衡量标准

179. Midway through the project, the labor costs exceed the budget by 30%. This can MOST likely be \_\_\_\_\_ attributed to the:

项目进行一半时，人工成本超出预算 30%。这最有可能归因于： [ ]

- A. Failure to use parametric estimating techniques  
未运用参数估算技术
- B. Unidentified work not being budgeted  
对某工作没有加以识别并做出预算
- C. Failure to use non-parametric estimating techniques  
未运用非参数估算技术
- D. Flawed contracting  
合同承包有缺陷

180. To improve leadership ability, a project manager should FIRST:

为了增强领导能力，项目经理应首先： [ ]

- A. Improve technical knowledge to enhance problem-solving capabilities  
增加技术知识，增强解决问题的能力
- B. Assess personal strengths and weaknesses  
评估个人优缺点
- C. Rank team members according to contributions to the project  
按照对项目的贡献大小给组员排名
- D. Attend a training seminar related to project management  
参加一次与项目管理有关的培训课程

181. To determine if proposed modifications to the project baseline should be made, what should be put in place?

为了决定是否对项目基准按建议的修改进行更改，以下何项应安排到位？ [ ]

- A. A communication plan 沟通计划

- B. A quality assurance plan 质量保障计划
- C. A change control system 变更控制制度
- D. An issue management process 问题管理程序

182. Assumptions are a valid output of the scope initiation process. Prior to project execution, each assumption MUST be resolved or identified as a:

假设是范围实施过程的一种有效产出。在项目执行之前，每种假设必须被明确或被确定为：  
[ ]

- A. Constraint 限制
- B. Risk 风险
- C. Deliverable 成果
- D. Problem 问题

183. A team member confides to you that although he has been using the PMP designation, he does not meet the PMP criteria. After counseling him and finding that he intends to continue his deception, you should:

组员向您吐露说，尽管他一直在使用项目管理专业人员（PMP）的称号，但他并不符合项目管理专业人员标准。在劝告他并发现他想继续其欺骗后，您应： [ ]

- A. Contact PMI for verification and follow up  
与项目管理国际学会联系进行核查和采取后续行动
- B. Privately pass the word through your communication network  
通过您的沟通网络私下传讯
- C. Request that the team member resign from the project  
要求该组员辞去该项目中的职务
- D. Continue to monitor the situation  
继续监视事态发展

184. While working on a project at a client site, you accidentally discover some of the client's proprietary information. What is your NEXT step?

在某客户的现场进行项目作业之间，您意外发现客户的一些内部信息。您下一步怎么办？  
[ ]

- A. Excuse yourself from the remainder of project  
自己要求离开项目的剩余部分工作
- B. Inform the client of the breach  
将此违约事件通知客户
- C. Continue on the project, keeping the discovery to yourself  
继续实施项目，将此发现秘而不宣
- D. Review the information with your manager  
与您的经理查阅该信息

185. You are the project manager of an international virtual team. You need to manage the differences in thinking styles and social skills/identities among the different team members. How do you ensure a collaborative multicultural environment for your project?

您是一个虚拟国际项目班子的项目经理。您需在不同的组员当中处理思维方法和社会技能/认同的差异。您将如何为您的项目确保一种多文化协作的环境呢？ [ ]

- A. Suggest that the team members about the cultural attitudes of the majority  
建议组员实行多数人的文化态度
- B. Offer your own views to the other cultures to make them understand you as the project manager  
向其他文化的人提出您自己的观点，使他们了解您是项目经理
- C. Foster respect for the cultural differences among the team members  
提倡尊重组员之间的文化差异
- D. Ignore the cultural differences and treat everybody equally  
忽视文化差异，对每个人一视同仁

186. You wish to improve your overall project management competency. In assessing options, you need to have knowledge in all of the following EXCEPT:

您希望提高自己综合项目管理能力。在评估选择方案时，您需要掌握以下所有知识，除了：  
[       ]

- A. Personal strengths and weaknesses  
个人优缺点
- B. Appropriate professional competencies  
适当的专业能力
- C. Personal learning style  
个人的学习方式
- D. The company's training policies  
公司的培训政策

187. A fellow project manager asked for your help to manage a project. You found the project is NOT being managed adequately because the fellow project manager's skills are lower than the project requires.

一位担任项目经理的同事请您帮助管理某个项目。您发现，由于这位同事的技能低于项目要求，故项目没有得到充分的管理。您应做什么？ [       ]

- A. Help manage the project without the customer's knowledge  
在不告知顾客的情况下帮助管理项目
- B. Help manage the areas of the project in which the project manager has deficient skills  
帮助管理该项目经理缺乏技能的项目领域
- C. Make it clear that the matter is entirely the project manager's responsibility  
阐明事情完全由该项目经理负责
- D. Advise the project manager to discuss issues with his/her immediate supervisor  
建议该项目经理与其顶头上司讨论问题

188. Which of the following statements BEST describes part of PMI's Code of Conduct for PMPs?  
以下哪句话最好地描述了适合项目管理专业人员的国际项目管理学会行为守则？ [       ]

- A. Give the highest priority to quality management of deliverables  
最优先安排成果质量管理
- B. Build accurate schedules which include contingencies associated with major risks  
制定精确的进度计划，包括与主要风险相连的应急方案
- C. Maintain and satisfy the scope and objectives of the project  
坚持和遵守项目的范围和目标
- D. Manage cost, schedule, and quality with the same level of importance and attention  
以同等重要性和关注程度管理成本、进度计划和质量

Please refer to the following information to answer questions 189.  
请参阅以下信息，回答问题 189。

During the initial planning for a new product development project, the total project cost is estimated at \$10 million but could be as high as \$12.5 million or as low as \$8 million. The project is expected to take approximately 10 months to complete.

在新产品开发项目的初步规划期间，项目总成本估计为 1,000 万美元，但可能高达 1,250 万或者低至 800 万美元。项目完工预期要花大约 10 个月的时间。

189. In order to establish the budget, all of the following need to be evaluated EXCEPT:  
为了制订预算，以下都需要评价，除了： [       ]

- A. Contingency costs       应急成本
- B. Direct costs       直接成本
- C. Sunk costs       沉没成本
- D. Indirect costs       间接成本

190. If the level of conformance to specification directly increases as a result of new processes, the required cost of monitoring is MOST likely to:

如果符合规范的程度直接因新过程而提高，规定的监督费用极有可能： [ ]

- A. Decrease 减少
- B. Stay the same 保持不变
- C. Increase 增加
- D. Be less predictable 难以预测

191. Which of the following scheduling techniques incorporates a form of risk assessment?

以下进度计划制订技巧中何种包含某种形式的风险评估？ [ ]

- A. Arrow Diagramming Method (ADM)  
双代号图方法（ADM）
- B. Program Evaluation and Review Technique (PERT)  
计划评审技术（PERT）
- C. Precedence Diagramming Method (PDM)  
单代号图方法（PDM）
- D. Critical Path Method (CPM)  
关键路线法（CPM）

192. Which characteristic distinguishes the network diagram from the Gantt chart?

何种特性将网络图与甘特图表区别开？ [ ]

- A. Critical dependencies 关键依赖关系
- B. Few resources 为数不多的资源
- C. Critical dates 关键日期
- D. Key milestones 重要里程碑

193. Estimate-at-Completion (EAC) is a periodic evaluation of the total:

EAC（Estimate-at Completion）是以下方面的定期总体评价： [ ]

- A. Resources projected at project completion  
预测的项目完工时资源耗费
- B. Cost of the unfinished work  
未完成工程的成本
- C. Forecasted project cost  
预测的项目成本
- D. value of work performed to date  
迄今业已完成的工程价值

194. Informal agreements between functional units require the application of:

部门单位之间的非正式协议需要实行： [ ]

- A. Quality and procurement management 质量与采购管理
- B. Resource and risk management 资源与风险管理
- C. Resource and communication management 资源与沟通管理
- D. Risk and procurement management 风险与采购管理

195. One of the project implementation phases has reached closure. The project sponsor requests additional features in the end product. Which project management tool should be used to evaluate this request?

项目执行的某个阶段已经完工。项目赞助人要求给成品增加性能。应运用何种项目管理工具来评价这一要求？ [ ]

- A. Scope performance measurement 范围业绩衡量
- B. Scope planning analysis 范围计划分析
- C. Redefined project scope model 重新界定的项目范围模型

D. Scope change control 范围变更控制

196. A project is completed when:  
项目在何时完工: [ ]

- A. Administrative closure is achieved 项目管理收尾已经完成
- B. Deliverables have been accepted by the customer 顾客已接受成果
- C. All schedule dependencies have been integrated 所有计划从属关系已经整合
- D. Final project cost figures have been reconciled 最后项目成本数字已经核对

197. Project managers operating under TQM principles typically focus on:  
按照全面质量管理原则操作的项目经理通常重视: [ ]

- A. Cost control 费用控制
- B. Resource allocation 资源调拨
- C. Product delivery 产品交货
- D. Customer satisfaction 顾客满意

198. The estimated total cost of a project is \$100,000 with a range of \$90,000-\$125,000. Which type of cost estimate is this?  
项目估算总成本为 100,000 美元, 允许范围是 90,000-125,000 美元。这属于哪一类成本估算? [ ]




- A. Casual 非正式
- B. Order of magnitude 数量级的
- C. Definitive 确定的
- D. Budget 预算

199. Just-in-Time (JIT) is the concept of attempting to reduce the current stock inventories to:  
即时制是试图将现有库存降到\_\_\_\_\_的概念: [ ]

- A. 0%
- B. 25%
- C. 25% of planned stock 计划库存的 25%
- D. 50%

200. What type of chart is used to show roles and responsibilities at the work package level?  
哪类图表被用于显示工作包一级的角色与职责? [ ]

- A. Resource breakdown structure 资源分解结构
- B. Linear responsibility chart 线性职责图表
- C. Work breakdown structure 工作分解结构
- D. Trend organization overlay 趋势组织重叠

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级别: 论坛游民  
积分: 15

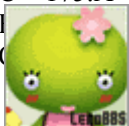


经验：45

文章：15

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59.D 88.A 93.B 105.C 108.B  
109.B 122.D 126.D 127.B 130.C  
131.B 138.D 155.B 158.D 161.D  
165.D 167.C 168.C 169.B 170.A  
173.C 175.A 176.A 177.D 178.B  
179.D 181.C 182.B 184.D  
189.C 194.C 196.B 200.B



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级别：新手上路

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经验：25

文章：8

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